A photograph of two soldiers in camouflage uniforms. The soldier in the foreground is looking through a rifle scope, while the soldier in the background is using binoculars. The text "Massachusetts National Guard" is overlaid in the top right corner.

Massachusetts National Guard

2003 Annual Report



DANGER
EJECTION
SEAT
DANGER

RESCUE

2



THE COMMONWEALTH OF MASSACHUSETTS
MILITARY DIVISION
OFFICE OF THE ADJUTANT GENERAL
50 MAPLE STREET, MILFORD, MA 01757-3604

People of the Commonwealth of Massachusetts:

On the following pages, you will find our annual report for fiscal year 2003. I look back upon the past year with pride in what this organization has accomplished. As in previous years, the dedication of our airmen, soldiers and civilian employees, and the selfless sacrifices made by their families has simply been awe-inspiring.

Operation Noble Eagle, Operation Enduring Freedom, Operation Iraqi Freedom – we supported these and other missions with the highest level of professionalism and esprit de corps. During the fiscal year we mobilized over 3,500 soldiers and airmen in support of missions at home and abroad.

The success of these missions have proven that our Guard members can still be ready on a moment's notice to protect our citizens at home and abroad, as we have been for the past 300 years and will be for the next 300.

Looking forward to the years ahead, it is clear that the Global War on Terrorism will continue, and it is likely that the men and women of your Massachusetts National Guard will mobilize in support of new missions overseas and at home. We have taken many steps to ensure that we will remain ready.

This year, after years of hard work, we were able to extend the Army and Air Force leases for the Massachusetts Military Reservation, which will provide us with quality joint training facilities for the next half-century. We are also negotiating a new lease for Barnes Air National Guard Base in Westfield, which will help improve our readiness in both Air Force and Army aviation.

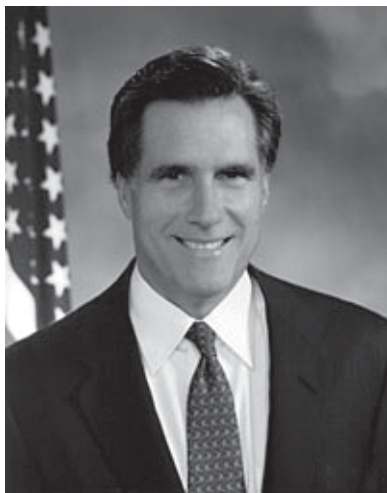
We have also moved to be more fiscally responsible by closing outdated facilities. In 2003, we announced the closure of nine armories to begin to address an overcapacity of armory space.

As we move forward, we will close more facilities and focus on a regional armory concept. This concept will station multiple units in an armory, so it would be used by drilling units on more than one weekend per month. Locating these armories regionally will preserve our ability to support communities throughout the commonwealth while simultaneously making more efficient use of the facilities. These moves will help preserve our fiscal viability for the future.

Everything we have accomplished is due to the efforts of the soldiers, airmen and employees of your Massachusetts National Guard, and the support of their families. It is truly an honor to serve with them.

A handwritten signature in dark ink, appearing to read "G. W. Keefe".

George W. Keefe
Major General, MAANG
The Adjutant General



Governor
Mitt Romney



Secretary of Public
Safety Edward A. Flynn



The Adjutant
General
Maj. Gen. George W.
Keefe

Massachusetts National Guard

The Adjutant General, Maj. Gen. George W. Keefe

Asst. Adjutant General, Col. Paul R. Desforges

State Command Sgt. Maj. Richard P. Belanger

Command Chief Master Sgt. Joel E. Novak

JOINT FORCE HEADQUARTERS - MASSACHUSETTS

Army Component Commander
Brig. Gen. Gary A. Pappas

Air Component Commander
Brig. Gen. Donald J. Quenneville

Asst. Adjutant General - Army
Brig. Gen. John R. Mullin

Asst. Adjutant General - Air
Brig. Gen. Samuel M. Shiver

**Assistant Division Commander -
29th Infantry Div.**
Brig. Gen. Arthur H. Wyman

Chief of Staff
Col. Manuel J. Constantine

Deputy Chief of Staff
Col. Robert St. Clair

**Security and Intelligence Officer &
Director of Air Operations**
Col. Michael Akey

U.S. Property and Fiscal Officer
Col. Frank P. Baran

**Communications Officer &
Deputy Chief of Staff -
Information Management**
Col. David J. Barisano

Human Resource Officer
Col. William J. Burns

**International Affairs Officer &
Director of Plans, Policy and
Force Development**
Col. Joseph C. Carter

Chaplain
Col. Ronald A. Crews

Deputy Chief of Staff - Personnel
Col. Jay F. Daley

Senior Army Advisor
Col. William F. Donaher

Director of Military Support
Col. Sheila M. Edwards

**Director of Installations
Management**
Lt. Col. Richard V. Crivello

Director of Safety
Col. William F. Fitzpatrick

Resource Management Officer
Col. Stephen A. Garanin

Deputy Chief of Staff - Operations
Col. Oliver J. Mason Jr.

Director of Public Affairs
Col. Joseph W. Mercuri

Deputy Chief of Staff - Logistics
Col. Raymond M. Murphy II

Inspector General
Col. Loenard J. Samborowski

Staff Judge Advocate
Lt. Col. John Torpey

Director of Army Aviation
Lt. Col. William B. Tyminski

Selective Service
Col. Steven Valente

**State Surgeon &
Medical Command Commander**
Col. Abraham P. Zimelman

MILITARY DIVISION

State Quartermaster
Retired Col. Mark P. Murray

State Judge Advocate
Retired Col. Robert H. Costello Jr.
Lt. Col. Christopher C. Henes

**Director of Administration and
Finance**
Mr. Joseph Wolfgang

Legislative Liaison
Mr. Richard Dowdell

MAJOR COMMANDS



Air National Guard

102nd Fighter Wing

Col. Paul G. Worcester
Chief Master Sgt. Roy H. Piver Jr.

104th Fighter Wing

Col. Michael R. Boulanger
Chief Master Sgt. Laurence D. Heller

253rd Combat Communications Group

Col. Sandra Warde



Army National Guard

26th "Yankee" Infantry Brigade

Col. Steven N. Wickstrom
Command Sgt. Maj. Robert D. Jenks

42nd Division Artillery

Col. Thomas J. Sellars
Command Sgt. Maj. Johnny L. Blevins

51st Troop Command

Col. Michael E. Chilson
Command Sgt. Maj. Michael F. Case

79th Troop Command

Col. Barry Lischinsky
Command Sgt. Maj. Francis J. Walsh

Headquarters Camp Edwards Army National Guard Training Site

Col. Bernard A. Flynn
Command Sgt. Maj. James M. Collins

101st Regional Training Institute

Lt. Col. Charles F. Maguire III
Command Sgt. Maj. Gregory J. Burke

National Guard Heritage

The history of the Massachusetts National Guard began on December 13, 1636, when the General Court of the Massachusetts Bay Colony ordered the organization of the colony's militia companies into three permanent regiments: North, South and East. Four units descended from these regiments still serve in the Massachusetts National Guard: the 101st Engineer Battalion, 1st Battalion 101st Field Artillery, 1st Battalion 181st Infantry and 1st Battalion 182nd Infantry. They are the four oldest units in the National Guard and the United States military.

Since its inception, Massachusetts National Guard citizen-soldiers have served during every American war from the Pequot War in 1637 to the current Global War on Terrorism. Since September 11, 2001, roughly 7,000 Massachusetts National Guard soldiers and airmen have served on active duty at home and abroad; the most during any conflict since World War II.

Today, the Massachusetts National Guard continues to meet its unique dual mission: 1) to provide an essential part of the United States Total Military Force; and 2) to assist our communities in time of need or disaster. Members currently serve overseas in Bosnia, Cuba, Kuwait and Iraq, among other places. Members also serve their community, protecting public safety at events including the Boston Marathon and the 4th of July celebration at the Esplanade, and patrolling the skies over the Northeast.

The 9,500 men and women who comprise the Massachusetts Air and Army National Guard proudly carry on the 367-year tradition of the citizen-soldier. A tradition of sacrifice and service to both community and country.



Budget

Massachusetts National Guard

Fiscal Year 2003 Economic Impact - Federal Funding

	Army	Air
Military Pay and Allowance	\$ 37,532,400	\$ 40,819,542
Civilian Payroll	\$ 24,596,800	\$ 41,882,438
Operations and Maintenance	\$ 39,798,200	\$ 71,889,815
Military Construction	\$ <u>2,450,082</u>	\$ <u>327,000</u>
Total	\$104,377,482	\$154,918,795

Fiscal Year 2003 - State Funding

Payroll	\$ 3,129,120
Operations & Maintenance	\$ 4,435,491
Capital Improvements (Bond funded)	\$ 3,207,359
State Active Duty (Reserve fund)	\$ <u>2,200,000</u>
Total Investment by the Commonwealth	\$12,971,970

Notes

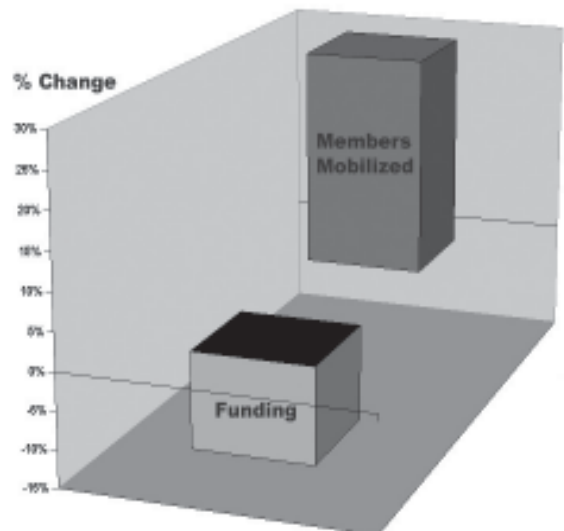
The Massachusetts National Guard continued to do more with less during fiscal year 2003. During fiscal year 2003, the Massachusetts National Guard managed a total of \$272 million in budgetary resources. This compares with \$312 million for fiscal year 2002.

Despite the reduction in funds, the Massachusetts National Guard successfully maintained the highest operations tempo. Over 3,500 soldiers and airmen were mobilized for missions at home and overseas during the fiscal year as efforts continued in supporting the Global War on Terrorism. This compares with approximately 2,700 mobilized during fiscal year 2002.

In the Massachusetts National Guard, the Commonwealth of Massachusetts is getting considerable bang for its buck; a force of approximately 9,500 soldiers and airmen, along with specialized equipment including helicopters and off-road capable vehicles. The personnel and equipment available in the Massachusetts National Guard, which is not readily available elsewhere in the commonwealth, has served Massachusetts well during floods, blizzards, fires and in protecting public safety at public events including the Boston Marathon and the 4th of July celebration at Boston's Esplanade.

This asset to the Commonwealth of Massachusetts is primarily funded by the federal government; roughly 95% of our funding is federal. Indeed, the estimated \$8 million brought in by income taxes paid to the commonwealth on federal salaries covers nearly two-thirds of what Massachusetts spends on the National Guard. This doesn't even consider economic impact of contracts and purchases from Massachusetts companies brought in by the federal funds.

The funding the Mass. National Guard receives from the state is critical to the organization, however. The 68 state-funded employees maintain facilities, provide administrative support, manage funds and perform legislative liaison functions. Their support has a direct impact on the ability of the Massachusetts National Guard to maintain force structure. Without these positions, the overall strength of the Massachusetts National Guard may have to be reduced, potentially reducing in turn the \$259 million in federal funds coming into the state.



Change from FY 02

Joint Force Headquarters

The primary function of the Joint Force Headquarters (JFHQ) is the execution of mobilization plans for all units in the Massachusetts Army National Guard.

JFHQ units are located in: Milford, Lexington, Natick, Fall River, Falmouth, and Bedford. This includes all personnel, transportation and logistical support for the units, so that the units and personnel may efficiently reach their mobilization stations or ports of embarkation.

The staff of 483 officers and enlisted soldiers supports more than 9,500 Massachusetts Air and Army National Guard members throughout the Commonwealth of Massachusetts. Personnel involved in recruiting, retention and personnel support work also serve under JFHQ auspices, but some of these soldiers and airmen are attached to other units for specialized operations.

The soldiers and airmen assigned to JFHQ are qualified in over 20 different military occupational specialties. All personnel in JFHQ are evaluated annually for proficiency in common military task skills, weapons qualification, physical fitness and the individual's job specialty.

Mission

Our mission is to be trained and ready to provide units that are capable of mobilizing for any contingency to execute our assigned missions. To accomplish this, we must be attentive to identifying unit requirements and innovative in developing solutions to enhance unit readiness while ensuring that at all times we provide needed resources to units to meet readiness requirements. Accomplishing our mission will allow us to both provide trained soldiers and airmen for military operations overseas and support the Commonwealth of Massachusetts with personnel and specialized equipment in case of local emergency.

Accomplishments

The Massachusetts National Guard mobilized over 3,500 soldiers and airmen during fiscal year 2003. It was the busiest year for the Massachusetts National Guard since the beginning of the Global War on Terrorism. The members supported missions overseas and in Massachusetts. Overseas, units deployed to countries including Afghanistan, Bosnia, Cuba, Iraq and Kuwait. At home, soldiers and airmen protected key military facilities, guarded the Plymouth Nuclear Power Plant, and assisted the Executive Office of Public Safety with security at events including the 4th of July at the Esplanade and the Boston Marathon.

After many years of hard work, we extended the Army and Air Force leases for the Massachusetts Military Reservation to 2050. The new leases will allow us to make many improvements on the facility that will help ensure it remains relevant well into the next century. It is hard to overstate the importance of the Massachusetts Military Reservation. No other facility in New England offers the unique combination of training areas, ranges and other facilities. To find similar training assets, a unit would have to travel to Fort Drum, New York, more than a six hour drive each way for some of them. On a typical two-day drill weekend, nearly half the unit's time would be spent on travel to and from Fort Drum, instead of training.

Despite the fact that the members of the Massachusetts National Guard have been supporting an operational tempo unseen since World War II, we have been able to look inside our organization and find ways to be more fiscally responsible during hard economic times. Nine armories were closed during fiscal year 2003. When we looked at the number of armories and the number of soldiers we have today versus 20 years ago, we discovered that there was an approximate 20% overcapacity of armory space. In order to increase our fiscal efficiency, outdated and redundant armories were closed and units were moved to more modern facilities. This is only the first step in a regional armory concept that will station multiple units in each armory, so it would be used by drilling units on more than one weekend per month. Locating these armories regionally will preserve our ability to support communities throughout the commonwealth, while simultaneously making more efficient use of our capital assets.

2004 also marked our first year of transition to a Joint Force Headquarters, instead of the traditional separate Army and Air National Guard Headquarters. The transition makes sense for two reasons. First, the transition to a single headquarters will eliminate redundancy in several functions that are currently performed by both the Massachusetts Air and Army National Guard Headquarters. This makes particular sense given the current economic situation. Second, military operations have become more and more joint in nature in the years following the end of the Cold War. Operating in a joint environment at home will make our leaders that much more prepared to participate in joint operations overseas.

2004 Strategic Plan

The focus of the Massachusetts National Guard for fiscal year 2004 will be Strength Management, Leadership Development, Individual and Unit Readiness, Homeland Defense Preparedness, Supporting Families, and Providing Quality Training Sites and Services. These long-term strategic goals will have significant impact on our future viability.

Strength Management. Recruiting and retaining quality members is the top priority of the Mass. National Guard. Only by maintaining fully-manned units can we preserve our force structure, funding and relevance. Our objective remains 95% of our authorized strength at the end of fiscal year 2004.

Leadership Development. Developing leaders at all levels is critical to our success; soldiers and airmen cannot follow if they are not led. Our success in this area has allowed the Mass. National Guard to successfully maintain an operations tempo unseen in over 50 years. Preserving this success by enrolling our leaders in military professional development schools, promoting civilian education and distance learning, and enforcing professional standards is the key to future readiness.

Individual and Unit Readiness. The high readiness-level of individuals and units in the Mass.

National Guard is one reason our units were in such demand for missions supporting Operation Noble Eagle, Operation Enduring Freedom and Operation Iraqi Freedom. To maintain our readiness level, our objectives are to meet National Guard Bureau standards on physical fitness, individual weapons qualification, physicals and military occupation qualification.

Homeland Defense Preparedness. Since 1636, protecting the lives and property of the commonwealth's citizens has always been a primary mission of the Massachusetts National Guard. Our objectives are to work with the Mass. Emergency Management Agency to increase coordination and training with local, state and federal first-response agencies, fully staff and qualify the 1st Civil Support Team, ensure all

members of the Mass. National Guard are trained on our homeland defense mission, work with our congressional delegation to create a Center for Homeland defense at the Mass. Military Reservation on Cape Cod.

Supporting Families. To ensure our deployed soldiers and airmen can focus on their mission, we must ensure their families are prepared for the members' absence and taken care of while the members are away. This includes referrals, legal assistance, and emergency financial aid. We are lucky to have a Family Programs Office that is among the most robust in the nation. Working with the Family Programs Office, our objective is to ensure that 100% of deploying members and spouses are briefed on our Family Assistance Program, and ensure the Family Programs Office is sufficiently staffed to meet the needs of our families.

Providing Quality Training Sites and Services.

Quality training assets directly contribute to unit readiness. For this reason, the Massachusetts National Guard must continually improve facilities and training sites. Our objectives are to work with our congressional delegation to create a Center for Homeland defense at the Mass. Military Reservation; increase usage at Camp Edwards by 10% per year

over the next four years; improve the Combined Support Maintenance Shop in Ayer; make more efficient use of our capital assets by closing redundant armories and focusing on a regional armory concept that will station multiple units in each armory; and preserve the ability of all Mass. National Guard units to train in a field environment.

To help accomplish the goals listed above, the Mass. National Guard is creating cross-functional teams to further develop the goals into an Operational Action Plan. The Operational Action Plan will focus our organization by defining the means necessary to achieve the strategic goals. The Operational Action Plan will be continually reviewed and updated as new information becomes available.



Human Resource Office

The Human Resource Office (HRO) provides personnel and administrative services and support for full-time support personnel employed by the Massachusetts National Guard. The current head of the HRO also acts as the Human Resource Officer (J-1) for Joint Force Headquarters, and is responsible for the administrative management of all Massachusetts National Guard soldiers and Airmen.

The Massachusetts National Guard employs more than 1,600 full-time technicians and Active Guard and Reserve (AGR) soldiers and airmen. The technicians are for the most part in the Excepted Federal Service and are employed under the provisions of Public Law 90-486, The Technician Act. They are required to be members of the Massachusetts National Guard and must hold specific military assignments, which are compatible with their full-time employment. They must maintain established physical fitness standards for mobilization and must be available for worldwide deployment. The soldiers and airmen employed under the AGR program are governed by specific military regulations administered by the Human Resources Office, consistent with guidance provided by the Adjutant General.

The full-time support program is designed to provide continuity of operations between scheduled training assemblies and periods of annual training or active duty. The primary mission is to maintain the highest level of personnel and equipment readiness necessary to meet federal and state mission requirements. The full-time staff is an extremely valuable asset that forms a highly trained cadre available in the event of mobilization.

The Human Resources Office manages a full spectrum of Excepted Civil Service programs for technicians including staffing, classification, recruiting and new employee orientation. In addition, they manage a full range of employee benefit programs to include health and life insurance and the Federal Retirement System. Personnel programs are constantly updated to incorporate new legislation and changes in federal regulations.



Units are staffed with full-time personnel as follows:

Army	943
Air	<u>705</u>
Total	1,648

The annual payroll to support this force is more than \$80 million.

For the 576 members of the full-time military program (AGR), HRO manages day-to-day personnel activities including pay and allowances, leave, assignments and transfers, retirement and recruiting for position vacancies.

Labor-management relations are managed on a centralized basis through the labor relations staff in the HRO. The Massachusetts National Guard has maintained an aggressive and effective labor-management program which has essentially been non-adversarial. Emphasis is placed on conflict resolution at the lowest level.

The agency is required by law to maintain a work force made up of all segments of society and which is free from discrimination and provides equal opportunities for upward mobility. As a result, the agency has endeavored to recruit and hire a diverse workforce.

Fiscal Year 2003 Missions

- October 2002
 - Hosted the NGB Diversity Training Conference with over 300 attendees
 - Hosted Hispanic History Month celebration
- Dec. 02 to Feb. 03
 - Activated more than 100 Army National Guard technicians in support of the Global War on Terrorism
 - Conducted three regional pre-retirement seminars for National Guard Technicians
- June 2003
 - Hosted the NGB EO/EEO National Conference with over 350 attendees
 - Hosted Federal Women's Program Luncheon
 - Organized and ran two supervisor training courses for 30 new supervisors
- February 2003
 - Hosted Black History Month celebration

Deputy Chief of Staff, Personnel

The Deputy Chief of Staff for Personnel (DCSPER) is responsible for the overall administration and management of personnel policies, plans and programs effecting over 7,000 Army National Guard soldiers assigned within the commonwealth. The DCSPER provides guidance and counsel to The Adjutant General regarding the personnel readiness of all soldiers. The DCSPER also provides guidance to senior level commanders and key management staffs at both state and federal levels regarding military personnel management issues. The DCSPER also acts as the deputy J1.



Enlisted Branch

The Enlisted Personnel Branch mission is to support the administrative needs of the organizations and soldiers of the Massachusetts Army National Guard through efficient administrative techniques, effective leadership and a genuine concern for all members of the Massachusetts Army National Guard.

In 2003, Enlisted Branch processed 7,673 personnel type orders, 2,806 of which were mobilization orders; 232 Federal and 52 State award recommendations; 118 recruiting waivers for enlistment and 37 personnel type waivers.

The Enlisted Branch also processed eight soldier casualty reports and three family member casualty reports. In addition, the office responded to 645 requests for records from retirees and former Guard soldiers. Numerous publications were produced and updated along with informal pipelines to the field. The Enlisted Personnel Promotion Section processed 6,500 4100's to the soldiers in the field; 200 standby boards and reviewed all promotions, DPOS changes, Flagging Actions and EPPS related transfer orders prior to SIDPERS database entry.

Officer Branch

The Officer Personnel Branch is responsible for the development, implementation and operation of the Officer Personnel Management System. It supports the administrative needs of the Massachusetts Army National Guard officers, is a liaison between the National Guard Bureau and the sub-major commands, assisting in the preparation and execution of Leadership, Selective Retention and Officer Candidate Selection Boards and conducts monthly Federal Recognition Boards.

During 2003, the Officer Branch processed over 560 Officer Efficiency Reports (OERs) with a significant reduction in evaluations returned for corrective action since the year before. Through careful, individual attention on preparing officers for Department of Army Mandatory Promotion Boards, the selection rate on these DA Boards has been 59 percent compared to the national average of 37 percent.

The Officer Branch conducts monthly Federal Recognition Boards and processed over 200 promotions and appointments. The Officer Branch also conducted Officer Professional Development classes for full-time support personnel, sub-major level commands and the state's Warrant Officer Corps.

Health Services

The Health Systems Office (HSS) supports mission readiness by offering medical services to Guard soldiers. The HSS coordinates with the State Surgeon and the Medical Command (MEDCOM) to assist soldiers in processing medical pay claims and or allowances through the United States Property and Fiscal Office Comptroller.

In 2003, HSS reduced waiting time for soldiers requiring stress tests by coordinating with the Veteran's Administration (Brockton, MA), Baystate Medical Center (Springfield, MA), and Lahey Clinic (Burlington, MA) to offer more scheduling options. This has eliminated backlog in waiting for these services.

In addition to the 38 cardiovascular screenings, blood work for other soldiers is now reviewed to notify them of potential problems with cholesterol, blood pressure or glucose problems prior to turning age 40.

During 2003, the office processed 35 incapacitation pay requests, 287 line of duty injury requests, and 1,006 medical claims. HSS, in conjunction with MEDCOM, also completed over 400 health risk assessments and screened over 3,500 medical records for deployment readiness.

Personnel Automated Records Center

The Personnel Automated Records Center (PARC) provides automated information to support the personnel needs of the subordinate organizations and individual soldiers. PARC also provides necessary management tools to units at all levels of command, provides management information to functional managers within the JFHQ, and ensures accurate maintenance of all military personnel records jackets. During mobilizations, PARC is the hub of soldier readiness preparation activity.

PARC was chosen to initiate and implement INFOtrieve, a state funded military historical imaging file system. As a result, to date 15,479 documents pertaining to separated Guard soldiers have been imaged and can be retrieved from an electronic file system.

During fiscal year 2003 PARC personnel completed 45,021 automated personnel transactions. Seventy-four percent of officer records were consolidated.

The PARC is also a customer service area, having received over 2,600 customer visits for record reviews, requests for information and issuance of identification cards. Approximately 2,500 soldiers were processed through the Soldier Readiness Process (SRP) in preparation for mobilization in support of the Global War on Terrorism. The PARC issued over 800 identification cards, including over 500 Common Access Cards. In addition to the state headquarters, PARC is a central location for all Department of Defense service members, dependents and retirees for Defense Enrollment Eligibility Reporting System (DEERS) enrollment and identification card issue.

Personnel from the PARC have supported over 15 unit mobilizations at processing centers at Fort Drum, Fort Dix and Fort Bragg. The PARC was also involved in developing and documenting two of the business area operational rules for the Defense Integrated Military Human Resources Systems (DIMHRS), in the pre-fielding data capture for the Personnel Electronic Records Management System (PERMS).

Recruiting and Retention Command

The Recruiting and Retention Command mission is to recruit and retain quality soldiers to improve the strength, posture and readiness of the Massachusetts Army National Guard. The Recruiting and Retention Command headquarters moved from Lexington to co-locate with the JFHQ in Milford in September 2003.

The command supported many activities within the Guard to support morale and retention, including the Soldier Support Battalion, which began in May 2002. The Recruiting and Retention Command devised the program to mentally and physically prepare new enlistees for the rigors of basic combat training. As a result, the Mass. Army National Guard saw a 15 percent reduction in initial entry training losses. The National Guard Bureau (NGB) sponsored the Shipper Push Program during the summer months of 2003. This program placed soldiers on Active Duty for Special Work (ADSW) in constant contact with soldiers that were due to attend basic training in May, June, July and August. This program also had an impact on reducing the number of soldiers that did not ship to basic training.

A new team was implemented in fiscal year 2003. The Training Team's mission is to positively reinforce the climate and posture of the command, and to improve the effectiveness of every command non-commissioned officer (NCO), in order to enhance the overall readiness of the Guard. The Training Team consists of a senior NCO and two supporting NCOs.

NGB sponsored the Victory Challenge at the end of 2003 to boost recruiting through referrals. This program allowed unit members who refer new recruits to win prizes including coins, jackets, tickets to NASCAR races, and opportunities to attend Airborne School or Air Assault School.



Substance Abuse Program

The Substance Abuse Section trains, administers and monitors substance abuse testing for all Mass. Army National Guard soldiers. Since December 2002, this program has been under the supervision of the DCSPER, which allowed for more streamlined operations.

Fiscal year 2003 was the first full year that the Substance Abuse Section was assigned to the DCSPER. The benefits of this began to show in all areas. In 2003, the National Guard Bureau requirement for Massachusetts was 3,029 samples; roughly 42 percent of the force. Massachusetts exceeded this goal, submitting 3,300. The laboratory sample testing rejection rate dropped from 6.2 percent to 3.8 percent, due to a requirement for all units to submit samples through the Substance Abuse Office for a quality control checks.

The Mass. Army National Guard's use of an automated selection program led to bar-coding of 75 percent of our samples, which in turn led to decreased turn around time and reduced the administrative burden on the units in the field.

The Substance Abuse Section database has been expanded to allow targeted drug abuse prevention training to unit commanders. Unit Prevention Leader (UPL) training classes trained over 150 soldiers statewide. All UPL classes consisted of training in drug abuse prevention and the dissemination of information to the lowest level.

Looking ahead, the Substance Abuse Section intends to expand the prevention program and increase testing levels in order to educate soldiers on the dangers of drug abuse. Further reduction of the rejection rate is expected with the continuation of the quality control checks at the state level. A streamlined process for administrative board processing of abusers is in development.

Medical Command

The Medical Command (MEDCOM) programs, coordinates, and provides medical and dental health care to meet the peacetime and mobilization readiness requirements of the Mass. Army National Guard. MEDCOM has worked tirelessly to deliver quality medical readiness support to soldiers.

Among the fiscal year 2003 accomplishments are physicals, DNA Collection, physician credentialing, wellness screening, cardiovascular screening, and HIV tests. During the period, the MEDCOM conducted 1,350 physical examinations, 6,036 Annual Medical Certifications, 390 profile reviews and 3,135 dental screenings, and administered 6,468 immunizations to 2,804 Mass. Army National Guard soldiers.

MEDCOM improved its DNA completion rate to over 95 percent and its HIV testing rate to over 93 percent. MEDCOM also provided SRP coverage during the mobilization and de-mobilization of over 3,000 soldiers.

To support unit training and safety, MEDCOM conducted Combat Lifesaver (CLS) Training, IV Insertion Certification, CPR Certification Training, and the Advanced Cardiac Life Support Course. The command also provided inter-service support and training to the Army Reserve, Air Force and Coast Guard.

The 6th annual Army Medical Department (AMEDD) Region One conference entitled, "Homeland Defense: Civilian and Military Partnership and the Role of the AMEDD", highlighted the leadership role that the National Guard Medical Command has taken throughout New England post September 11.

Incentive Branch

Incentive Branch processes bonuses for enlistment, reenlistment, affiliation, and civilian acquired skills, and administers the student loan repayment and health loan repayment programs.

The Incentive Manager is assigned as the Region One Coordinator for Incentive Programs, responsible for the daily updates, training, and improvements that Mass., R.I., Conn., N.H., Maine, N.Y., and Vt. branches accomplish in their daily duties. In addition, he is responsible for Region One training on Incentive, Management and Reporting Center (IMARC) training for all Incentive Managers within the region.

Incentive Branch significantly improved the Absent Without Leave (AWOL) reporting procedures for soldiers with over nine AWOLs in a one year period receiving an incentive bonus or student loan repayment.

Results of an internal audit have been used to identify means to improve incentive operations further, thus enabling the Incentive Manager to streamline some processes. One result was the Incentive Manager's assumption of responsibility for Bonus Payments being processed in Military Pay Branch, with the coordination and supervision of the Military Pay Technician.

The Incentive Manager was tasked by National Guard Bureau to create the new Incentive Manager's Training Course that will be taught at the National Guard Professional Education Center (NGPEC), Arkansas. He also received the National Guard Minuteman Award for outstanding contributions at the national and the state levels.

Educational Services Office

The Education Service Office supports the voluntary civilian education needs of Mass. Army National Guard soldiers.

The Army National Guard (ARNG) Federal Tuition Assistance Program 2003 budget totaled \$800,000. Enlisted soldiers, warrant officers and officers received funding for 839 course enrollments ranging from various vocational and technical certificates and licenses, to associate, bachelor and master's degrees. As a result of vigorous marketing and budget execution, the state will receive \$800,000 in 2004.

The Massachusetts Army National Guard Education Services Office Web Site underwent an informational upgrade in 2003. The site remains a big success and is still being benchmarked by other states: <http://www.state.ma.us/guard/education>. The Massachusetts National Guard 100% Tuition Waiver Program issued (527) 30-credit tuition waivers for 2003. The total cost of tuition waived by the program this year was \$1.2 Million (this figure is based on an average cost per credit hour at Massachusetts State colleges and universities of \$72.70).

The Education Service Office also coordinates scholarship programs. In 2003, one Guaranteed Reserve Forces Duty (GFRD) and nine Dedicated Army National Guard (DedARNG) scholarships were awarded through aggressive marketing with the Reserve Officer's Training Corps (ROTC) Professors of Military Science within the state. These ten scholarships represent a total of \$340,000 in scholarship benefits to these students for the next two years.

The Education Service Officer (ESO) continued to serve as the National Chairperson for the Army National Guard Education Committee until June 2003. The ESO has coordinated with the regional chairpersons to design a first of its kind web-based training program, which was conducted in November 2002 at NGPEC.

Military Funeral Honors

The Military Funeral Honors Coordinator conducted training and coordinated requests from funeral directors, for funeral honors for veterans from all services and components within the Commonwealth of Massachusetts.

During 2003, the Military Funeral Honors Coordinator conducted "Train the Trainer" workshops with assistance from the Guard Ceremonial Unit. As a result, 56 additional soldiers are now able to train other soldiers as well as conduct military funeral honors. The Guard supported 26 military funeral honors details in either full participation, or through providing buglers, honors or firing details.



Family Program Office

The Family Program Office facilitates ongoing communication, involvement, support, and recognition between member families and the Mass. National Guard. It develops and maintains Family Readiness Groups (FRGs) for deploying Air and Army National Guard units. The FRGs work with the National Guard to support families before, during and after deployments, and advise The Adjutant General on family quality of life issues.

The Family Program Network has serviced over 5,000 Guard soldiers and their families in support of Operation Enduring Freedom, Operation Noble Eagle, Operation Iraqi Freedom and homeland defense missions. Services have focused on deployment briefings, the establishment of Family Readiness Groups, and a planned reunion process.

During fiscal year 2003, additional personnel support was afforded the State Family Program Network through the execution of a joint program. Additional Active Duty Special Work personnel, Temporary Technician and Contracted personnel were employed to elevate the quality of service provided to deployed families. Regional Family Assistance Centers (FACs) were activated in the state, and Family Program Office resources are also available at Otis and Barnes Air National Guard Bases. FACs operate as an information and referral center for points of contact relating to benefits and entitlements, social service issues, communication, video conferencing, and chaplain services.

FRG charters and member participation has grown exponentially as a result of recent deployments. FRGs help families meet the challenges of military life. Each is a voluntary organization that determines its own goals and activities. FRGs assist members to communicate, share, and support one another, especially during periods of deployment.

FRG leadership workshops are held periodically to enhance skills of key FRG personnel and update group leaders with current information and referrals. The 2003 FRG Leadership Workshop was held in May 2003 at the Radisson Hotel in Milford, Mass. Workshop topics included Benefits & Entitlements, FRG Support/Assistance, Family Assistance Centers, FRG Fundraising Guidelines, Red Cross, Casualty

Assistance, Critical Incident Stress Management, Internet Security, Chaplain and Financial Support. Over 60 FRGs from across the state (both Air and Army National Guard) were in attendance.

The 2003 National Guard Bureau Family Readiness and Youth Symposium was held in San Diego, CA early in August. A delegation of 15 Massachusetts Family Program participants attended and three outstanding MA Guard volunteers participated as workshop instructors. Two youth delegates attended representing both Massachusetts Army and Air Guard.

The Annual Tri-State National Guard Family Program

Volunteer Workshop was hosted by the Connecticut Family Program Office and held in Mystic, Conn. on 12-14 September 2003. Sixty-five delegates attended from Mass. The purpose of the weekend workshop was to provide volunteers family readiness training and networking opportunities. This year's opening address was given by Major General William Cugno, The Adjutant General, Connecticut National Guard and Brigadier General John Mullin, Assistant Adjutant General, Massachusetts Army National Guard. Invited guest speaker from the National Guard Bureau was Chief Warrant Officer Two Bonnie Bell. Chief Bell's address to the participants focused on the magnitude of Guard deployments and their effect of the Guard family network.

The 2003 Massachusetts National Guard "Outstanding Family Readiness and Support

Award" was presented to Patricia Conners from the 104th Fighter Wing, Westfield and Leslie Davidson from the 972nd Military Police Company, Melrose. A unit Family Readiness Group Leadership Award was presented to A Company, 1st Battalion, 181st Infantry, Worcester.

The Mass. National Guard Youth Club communicates through a youth email address and participants continue to receive a quarterly newsletter. A delegation of teenage youths will be participating in an upcoming youth leadership workshop sponsored by the Family Program Office. Marketing efforts are currently being directed to increase youth participation in the program.



Deputy Chief of Staff, Operations

The Deputy Chief of Staff for Operations (DCSOPS) advises the Adjutant General and provides staff supervision in matters relating to the organization, operations and training of Massachusetts Army National Guard units. The DCSOPS also acts as the Operations Officer (J3) of the Joint Force Headquarters.

Plans, Operations, and Military Support Office

The Plans, Operations, and Military Support Office (POMSO) is responsible for planning and coordinating military support to civil authorities for domestic emergencies, civil defense, and community involvement. The POMSO coordinates with federal, state and local government agencies, law enforcement agencies, and various other civil organizations.

During fiscal year 2003, soldiers and airmen in the National Guard supported approximately 300 community events, providing color guards, flyovers, military bands, vehicle and equipment displays, as well as participation in deployment ceremonies, town celebrations, youth organizations, veterans groups, sporting events, charity sponsored activities and many others. National Guard members partaking in these events are often from within the community requesting the support, truly honoring the 367 year-old tradition of the citizen-soldier.

Although the events of September 11, 2001 happened over two years ago, we still have soldiers performing force protection missions throughout the Commonwealth.

To fulfill our mission of public protection, we work with local law enforcement agencies at special events attracting masses of people like the Boston Marathon and the Esplanade Fourth of July Celebration. The POMSO has already been deeply involved in the planning committees for the upcoming Democratic National Convention next summer.

The 1st Civil Support Team (CST) is a highly specialized unit made up of 22 fulltime AGR personnel, the only full-time operational unit in the Massachusetts National Guard.

At the request of civil authorities, the 1st CST's mission is to deploy to an incident to: **assess** a known or suspected nuclear, biological, chemical or radiological event using agent identification, plume modeling, and reach-back to expert agencies and individuals; **advise** the Incident Commander on the appropriate actions to take regarding medical treatment of casualties and mitigation of the hazard; and **facilitate** the Incident Commander's request for assistance to expedite arrival of additional state and federal assets to help save lives, prevent human suffering, and mitigate property damage.

Training on chemical, biological, radiological, nuclear and high explosives devices is usually conducted with outside agencies ranging from local to major metropolitan fire departments, such as Boston, Worcester and Manchester, the Massachusetts District HAZMAT Teams, and the South East

New Hampshire Hazardous Materials Mutual Aid District. In addition, the unit conducts regular joint training with federal agencies such as the ATF, FBI, DEA, EPA and the Defense Threat Reduction Agency (DTRA).

The 1st CST has well-established relationships with area local emergency planning committees, the Massachusetts State Police, Massachusetts Department of Environmental Protection, and the Departments of Public Health and Emergency Management Agencies for all six New England states.

The Civil-Military Innovative Readiness Training (CMIRT) program builds upon the National Guard's traditional role as a community-based organization, assisting local communities in addressing civic needs by providing support and services to eligible organizations, primarily in the areas of general engineering, healthcare services, and transportation.

While some CMIRT projects are continuing, many requests have been put on hold following the events of September 11 due to the commitment of our soldiers and airmen ensuring public safety by participating in real world operations relating to homeland defense.

The National Guard State Partnership Program was established in 1993 in response to a radically different political-military situation following the collapse of communism and the disintegration of the Soviet Union. The objectives of this program are to: **foster** open market economies and help develop stability; **project** and represent United States humanitarian values; **assist** with the development of democratic institutions; and **demonstrate** military support to civilian authorities.

The Massachusetts/Paraguay partnership was established in 2000. Initial Mass. National Guard senior leader familiarization trips to Paraguay occurred June 2002 and September 2003 to assess their needs and develop a plan to address their requests and requirements.

The most recent event was a visit by US Ambassador to Paraguay, John F. Keane, Maj. Gen. Jose Kanazawa-Gamarra, the Commander of the Paraguayan Armed Forces, and Brig. Gen. Luis Alberto Faria Portillo, the Commander of the Paraguayan Air Force. Though the program begins with military coordination, the intent is that these contacts will grow to include civil-military cooperation and, eventually, civil-to-civil cooperation between the Paraguayan government and the Commonwealth of Massachusetts.

Counter Drug Support Operations

The Massachusetts National Guard Counter Drug Support Operations program (CSO) is a joint program of the Massachusetts National Guard. Its mission is to conduct a broad range of counter drug support operations throughout the Commonwealth of Massachusetts. The program provides support to Federal, State, and local law enforcement agencies, community based organizations, educational institutions, and youth groups in their efforts to reduce the supply and demand of illegal drugs.

The CSO sub-divides into four functional areas: Drug Demand Reduction, Ground Operations/Intel Analysis, Counter Drug Aviation, and the Counter Drug Staff.

The Drug Demand Reduction team focuses on anti-drug education and leadership programs in support of community based organizations, educational institutions and youth groups.

The Counter Drug Ground Operations/Intel Analysis and the Counter Drug Aviation sections conduct operations in support of law enforcement.

The Counter Drug Staff, is organized to plan and coordinate operations. The Counter Drug Coordinator, who reports to the Deputy Chief of Staff for Operations, is responsible for the entire program.

During 2003, the CSO conducted 177 missions and flew 625 hours. The support provided by the members of the program was instrumental in the seizure of over \$170 million in illegal materials and the education and mentoring of over 7,500 youth within the commonwealth.

Missions ranged from anti-drug education, leadership skills training, and anti-drug coalition building to complex, joint counter drug missions conducted in support of law enforcement agencies. The CSO received a Counter Drug Program Evaluation (CPE) from NGB, and received an overall fully compliant rating with commendations noted in five of the eight areas inspected.



Training Division

The Training Division was challenged this year by continuous mobilizations executing the Global War on Terrorism.

The division provided support to the 26th Brigade for their Brigade Command Training Program, multiple units with overseas annual training rotations in Germany, Italy and Paraguay. Other high operation tempo training missions included deployments to the Joint Readiness Training Center and the National Training Center.

The Training Division provided support to multiple mobilizations in support of Operation Enduring Freedom, Operation Iraqi Freedom and Operation Noble Eagle.

Other duties of the division include:

- Providing guidance to units in order to ensure a high state of training readiness
- Developing the state's short, near and long term training plans
- Providing training resources to Army National Guard organizations
- Providing guidance for readiness reporting
- Developing courses of action and making recommendations to improve readiness

Field Support Team

The Field Support Team helps the Massachusetts National Guard plan and execute missions by providing subject matter experts. They support deployments with mission analysis, training and evaluations during service-specific exercises and computer simulations.

Major Field Support Team operations during fiscal year 2003:

- Supported the 29th Infantry Division during Operation Omaha Fury
- Supported 1st Information Operations Command and Combined Forces Land Component in Kuwait

Security and Intelligence Division

The Security and Intel Division provides The Adjutant General and his primary staff support in all matters concerning intelligence, security and force protection, along with the resources and systems to protect the people and material assets of the Massachusetts National Guard.

In January 2003, the section sponsored two all-day seminars covering Operational Security (OPSEC), Security Clearances, Physical Security, Information Security (INFOSEC) and Intelligence Oversight. Nearly 100 unit and activity representatives attended.

In fiscal year 2003, division processed 724 Secret and 39 Top Secret clearance applications and renewals. With the cooperation of trained administrators, the use of the electronic EPSQ form has dramatically improved completion cycles of individual security clearances.

Other duties of the division include:

- Physical security inspections and risk analysis of 28 Facilities including 4 Organizational Maintenance Shops
- Processing security clearances
- Language training throughout the state - during fiscal year 2003, over 30 soldiers were tested in 11 different languages
- Submission of the threat analysis - this request was the first of its kind from the NGB and our early submission became a model to assist other states

Mobilization Readiness Division

In fiscal year 2003, Mobilization Readiness Division saw its busiest year since World War II.

The division provided units to support Operations Enduring Freedom, Noble Eagle, Joint Forge and Iraqi Freedom.

The Mass. Army National Guard mobilized over 2,700 soldiers during the year for missions at home and abroad. More than 1,500 of these served overseas, deploying to nations including Afghanistan, Bosnia, Cuba, Iraq and Kuwait.

The Readiness Division continued to conduct quarterly Unit Status Reporting reviews, and worked with the Senior Army Advisor on improving the SRC. The section introduced the Integrated Priority List to improve tracking of force readiness issues, and continue to work on improving the overall readiness of units.

Massachusetts was the first state to start conducting demobilization processing for units returning from deployment. This Readiness Division initiative is proving to be valuable in correcting medical and other administrative records for soldiers coming off of active duty.

Special Projects Division

The Special Projects Division manages and coordinates long and short-term projects with the DCSOPS for the Massachusetts National Guard. Responsible for the administrative oversight and compliance of the Officer and Non-Commissioned Officer Evaluation programs and all organized state militia organizations.

The division reviews the training plans, personnel actions and standard operating procedures of the Massachusetts Volunteer Militia and National Lancers to make sure they are in compliance with federal and state regulations. They also assist affiliated veteran organizations within the state of Massachusetts for military support.

During the past year, the division processed 25 Officer Evaluation Reports and 10 personnel actions for the Massachusetts Volunteer Militia and the National Lancers.

Due to the number of National Guard units that were deployed during the year, two major events for which the Special Projects Division was responsible were cancelled: University Weekend, a weekend course designed to update commanders on current National Guard issues, and the Veteran's Tri-Color rifle match.



Aviation and Safety

The Aviation and Safety Directorate is located at the JFHQ in Milford. The directorate's mission is to provide The Adjutant General with overall supervision and responsibility for the Massachusetts National Guard Army Aviation and Safety Programs. The Director of Aviation and Safety directly supervises the State Safety Office, Army Aviation Support Facility #1, Army Aviation Support Facility #2, Detachment 12 Operational Support Airlift Command (OSAC), and the UH-1 Simulated Flight Training System (SFTS). The Director provides indirect supervision to, and insures regulatory, and programs compliance for the Massachusetts Reconnaissance and Interdiction Detachment, as well as all other Mass. Army National Guard aviation units. The Directorate is authorized 85 full-time employees. It has no assigned aircraft or other major equipment.

Aviation

Army Aviation Support Facilities (AASF) 1&2, located at Otis Air National Guard Base and Westover Air Force Base respectively, perform Aviation Unit Maintenance (AVUM) I and II, Aviation Intermediate Maintenance (AVIM), and limited depot-level maintenance for Army National Guard aircraft. The AASFs provide training and standardization for aviators, crewmembers, mechanics, and ground support personnel. They also provide aviation support to the commonwealth following domestic emergencies including floods, fires, severe storms and others as directed by The Adjutant General. Each AASF is unique in its manning and equipment based on the units, number of personnel, flight hours, and aircraft supported.

AASF #1

AASF #1 supports the 126th General Support Aviation Battalion (GSAB). The unit is authorized a total of 49 full-time technician and AGR employees.

The facility has no organic aircraft, but supports eight UH-60 Blackhawk helicopters belonging to A Company, 126th GSAB (five are on-hand and four UH-1s are being used as substitutes for the three UH-60s due-in). Significant events for AASF #1 during fiscal year 2003 include:

- UH-60 Aircraft 592 and 694 flown to Beaumont, Texas for deployment rotation 13, then to Bosnia
- UH-60 Aircraft 621 and 475 deployed to Ft Hood, Texas
- UH-60 Aircraft 87-24622 and 84-23985 received from US Army, Honduras
- Three technicians deployed to Bosnia for Stabilization Force (SFOR) 13 rotation
- Five technicians deployed to Bosnia for SFOR 14 rotation



AASF #2

AASF #2 supports the 226th Division Aviation Support Battalion (DASB), 86th Mededical Company (Air Ambulance) and the Reconnaissance and the RAID. The unit is authorized a total of 42 full-time technician and AGR employees. The facility supports six UH-60s (five on-hand and four UH-1s as substitutes for UH-60s due-in) belonging to the 86th Medical Company and three OH-58s belonging to the RAID.

A fire occurred at the Westover Air Reserve Base facility on June 13. The aircraft were evacuated from the hangar during the fire. The fire lasted approximately four hours. The Massachusetts Fire State Marshall determined the cause of the fire to be faulty wiring. The offices of the RAID, a classroom, storage room, Aviation Life Support Equipment room, and locker room were destroyed by fire. The Operations area, standards and safety office, commanders office, flight planning office, two latrines, a storage closet, and the break area were destroyed by soot damage. The quality control office, supply office, tool crib, maintenance supervisor's office, and maintenance officer's office were deemed unusable due to smoke damage. The facility continued operations. Three portable office trailers and a portable latrine trailer were used to replace the losses.

Other Significant events for fiscal year 2003 include:

- Ongoing construction of a new facility at Otis Air National Guard Base in Westfield. The new facility was seven months overdue and is expected to be completed in early fiscal year 2004.
- Two soldiers activated for SFOR 14 rotation
- AASF #2 responded to emergency fire duty with one aircraft and crew on July 29 for one mission day

Detachment 12

Detachment 12 OSAC is an active duty Mass. Army National Guard unit whose higher headquarters is located at Ft. Belvoir, Va. Det. 12 is co-located with AASF #1. It has a total of 6 warrant officer aviators and two enlisted personnel.

Det. 12 has a wartime mission to provide fixed-wing transportation of personnel and cargo throughout the world. In peacetime, the unit principally operates in the Continental United States (CONUS) with a priority of training its aviators. The unit is also used as a cost-savings tool, providing military airlift to DOD personnel and cargo. It is equipped with a single C26, 15-passenger fixed-wing airplane. During fiscal year 2003 the unit:

- Flew a total of 88 missions for Joint Operational Support Airlift Command (JOSAC) in CONUS and three missions for Operational Support Airlift Command (OSAC) overseas, twice to Puerto Rico and once to Canada.
- Logged a grand total of 674 flight hours
- Transported the Undersecretaries of the Army and Navy as well as flag officers from all branches of the uniformed services
- Achieved a total cost-savings to the U.S. Government for the missions flown by this unit of \$126,940
- Received the JOSAC Unit of the Quarter award for the 1st quarter of 2003

Reconnaissance and Interdiction Detachment (RAID)

The RAID is an 8 soldier active duty (special work) National Guard counter drug unit. Its mission is performing Counter Drug Reconnaissance and Surveillance in direct support of law enforcement agencies. The unit reports to the Mass. National Guard State Army Aviation Officer and Counter Drug Coordinator.

With its specialized aircraft, RAID also has a secondary search and rescue mission. The unit is equipped with three OH-58 helicopters with specialized equipment. The unit is a regional asset actively providing support to Massachusetts, Connecticut, and Rhode Island.

Simulation Training

The Guard UH-1 SFTS located at Westover Air Reserve Base, provides Instrument Flight Procedural Training for the National Guard, and other government agency helicopter pilots in the Northeast region. The Simulator Division is authorized eight full-time military employees.

The Simulator supports all UH-1 and OH58 equipped units in Massachusetts, New Hampshire, Maine, Vermont, Connecticut, Rhode Island, and Eastern New York. The significant events for the Simulator Division for fiscal year 2003 include:

- Provided training and evaluation for 260 aviators in ten different agencies - a total of 1,704 training hours
- Maintained 100 percent operational and available for 3,290 training device hours

Safety

The State Safety Office is subordinate to the Aviation and Safety Directorate. The office establishes and maintains a climate that ensures a safe training and work environment for all Mass. Guard employees. It assists safety managers in educating personnel on the Army Safety Program, conducts Occupational Health and Safety Act (OSHA) safety inspections of Mass. Guard facilities, and manages the Safety and Occupational Health budget.

The State Safety Office also investigates and reports on ground accidents involving Mass. National Guard members and equipment, reviews and identifies accident trends, and makes recommendations for accident prevention and countermeasures. Significant events for the State Safety Office for fiscal year 2003 include:

- Completed OSHA inspections of 63 of 67 facilities
- Reviewed and approved firing range waivers for Camp Edwards
- Completed medical surveillance physicals for approximately 176 technicians and pre-placement physicals for 49 new hires
- Provided forklift safety training for 21 technicians
- Hosted Hazard Communication (HAZCOM) training for selected locations
- Conducted cold weather training at the CSMS and respirator fit testing at the Unit Training Equipment Site
- Provided risk management training to Pre-Command Course students
- Implemented seatbelt and speed reduction programs at Camp Edwards and hosted a motorcycle safety awareness class at JFHQ in Milford
- Provided Automated External Defibrillation (AED) and CPR training certification for 67 personnel

Deputy Chief of Staff, Logistics

The mission of the Deputy Chief of Staff, Logistics (DCSLOG) is to provide the soldiers and units of the Massachusetts Army Guard with world-class logistical support and services, and maximize their readiness in order to prepare them for routine training, domestic emergencies, and mobilization. The DCSLOG also acts as the Logistics Officer (J4) of the Joint Force Headquarters.

Logistics Planning Division and Logistics Programs Division

During fiscal year 2003, the directorate supported the logistical needs of soldiers and units mobilized and deployed in support of Operations Noble Eagle, Enduring Freedom, Iraqi Freedom and the 2002 Winter Olympic Games in Salt Lake City, Utah.

The directorate provided management and oversight of \$442 million worth of equipment assigned to Mass. Army National Guard units. \$3 million was allocated to units for the purchase of items to upgrade soldier equipment. These items included body armor, gortex outer garmets, cold weather clothing and gear, and the improved physical fitness uniform. \$825,000 was spent as a capital investment to upgrade our maintenance facilities. Improvements included new tools, portable hydraulic lifts, and motor engine analyzer.

To assist units with their logistical readiness, DCSLOG completed 37 Command Maintenance Evaluation Team (COMET) visits and 20 Maintenance Assistance Team (MAIT) visits.

Defense Movement Control Center

The defense Movement Control Center supported 825 transportation missions to move units and soldiers to training sites within the continental United States, and processed 608 military convoy requests during the fiscal year.

Surface Maintenance Manager's Office (SMMO)

The SMMO directed rehabilitation program for the High Mobility Multi-Purpose Wheeled Vehicle (HMMWV) provided units with "like new" vehicles with an expected life span of another 10-15 years.

The Combined Support Maintenance Shop (CSMS) maintained its ISO 9000 certification and received high ratings for customer service. Seventy-nine full time technicians completed 9,100 repair work orders over the course of the year.

The 10 Organizational Maintenance Shops (OMS) spent \$3.5 million to repair and maintain equipment assigned to Mass. Army National Guard units.



Other Fiscal Year 2003 Highlights:

- Received an overall favorable rating on the NGB Command Logistics Review Team (CLRT) visit to MA, 2-6 June 2002.
- Assisted Headquarters and Headquarters Battery 42nd Division Artillery in competing for and winning the Philip A. Connolly award for food service excellence. The unit won the national award in the Army National Guard category.
- Worked with the maintenance facilities and the USPFO, and maintained our standing as the #1 state in the country for velocity management (the time it takes to order and ship repair parts).

Deputy Chief of Staff, Information Management

The Deputy Chief of Staff, Information Management (DCSIM) office is responsible for the planning and administration of all non-tactical information management systems within the Massachusetts Army National Guard. The DCSIM is also the Communications Officer (J6) for the Joint Force Headquarters.

Administrative Services

Archival research for the War Records Department continues to grow as the population ages. Document reproduction to the Commonwealth of Massachusetts has increased by 35 percent over the previous year.

Telecommunications

The Digital Telephone Upgrade Program is in its third year. Only two new systems were installed during fiscal year 2003, due to the announcement of possible armory closings. To complete the program, four systems are programmed for installation in 2004. These systems provide state-of-the-art functionality and improved productivity. New public address systems were installed at Rehoboth, Springfield and the Regional Training Institute on Camp Edwards.

Two significant voice and LAN installations were designed coordinated and installed at the JFHQ in Milford. The Telecom section continues to work on large projects at Camp Edwards. Of particular import were the Janus training suite installation project, and the voice / LAN system to support the 26th Infantry Brigade's annual training and the 104th Infantry demobilization. The Telecom group also came to the rescue at the Army Aviation Support Facility (AASF) #2 in Westfield. When a fire damaged the building, all means of communications were lost. The telecomm section coordinated and installed new voice and LAN services for the AASF in temporary trailers.

Telecom continues to seek out and work on projects that can reduce the cost of these jobs as compared to using contracted installation. The projects above are estimated to have saved the tax payer \$85,000.

Visual Information

The Visual Information Department has expanded its Photo Lab capabilities by hiring of a new employee and acquiring the equipment for a portable photo lab to process official Department of the Army (DA) Photos. All DA Photos are now uploaded to the Department of Army Photo Management Information System (DAPMIS), which allows on-line viewing.

Purchases and installation of electronic classrooms continues throughout the state with the addition of three new classrooms. Support in presentations and equipment to other Directorates and Sub-Major Commands increased by 30 percent over the course of fiscal year 2003.

Wide-area Network and Automation

Fiscal year 2003 saw subtle, behind-the-scene changes in the computer network. Three Data Closets were added to Milford. Included with these projects was the wiring of the third floor with CAT-7 cable that will enable this portion of the building to operate on Gig-Ethernet when it becomes available. The Network Operations Center replaced various switches and wiring to upgrade it to the Gig-Ethernet capability as well. Gig-Ethernet will allow for an up to ten-fold increase in data transmission speed.

A supplemental T-1 line to the Internet was secured with a new firewall and is operational. Security of the network has also been upgraded with monitoring tools and a newly hired security manager.

Telecommuting or better known as tele-work has made tremendous strides. The Virtual Private Network (VPN) has been implemented, tested and proven reliable and secure. The VPN provides the connectivity between the Network Operations Center and the employee working off-site. Monitoring and modifying the VPN can also be conducted via tele-work and enhances our ability to maintain continuous operational capabilities.

The United States Property and Fiscal Office

The United States Property Fiscal Office (USPFO) includes an active duty officer assigned to the National Guard Bureau. The National Guard Bureau recognizes the USPFO as the primary focal point for Federal funds and property allotted to this state.

During fiscal year 2003, the Massachusetts Army National Guard managed a total of \$104 million in budgetary resources.

Efforts continued in supporting mobilizations for the Global War on Terrorism. Over 2,700 soldiers were mobilized during the year.

Prior mobilizations prepared the commonwealth well for striking a balance between assisting mobilizing units and maintaining the readiness of remaining units.

The \$37.5 million in National Guard Personnel, Army (appropriation 2060), enabled our subordinate major commands to perform 15 days of Annual Training and 48 periods of Inactive Duty Training, and to send soldiers to military schooling.

The \$64.3 million in operation and maintenance funds were used to maintain the organization's operating tempo. The Program Budget Advisory Committee reprogrammed appropriation 2065 to satisfy budget shortfalls in other areas.

Mass. Army National Guard 2003 Economic Impact

Military Pay	\$ 37,532,400
Civilian Payroll	\$ 24,596,800
Operations and Maint.	\$ 39,798,200
Military Construction	<u>\$ 2,450,082</u>
Total	\$104,377,482

Military Division

The Military Division is the state agency that provides combat-ready units to the US Army and US Air Force; readies units and soldiers to protect, defend and preserve life, property and public order under the authority of the Commonwealth of Massachusetts; and improve the quality of life within our communities through civic actions, partnerships and co-facility usage.

The division is staffed with 68 state employees who support over 9,500 Massachusetts National Guard Members by maintaining facilities, providing administrative support to senior officials, managing state funds and performing legislative liaison functions.

The positions are critical, as their support has a direct impact on the ability of the Massachusetts National Guard to maintain force structure. Without these positions, the overall strength of the Massachusetts National Guard may have to be reduced, potentially reducing the \$250 million in federal funds coming into the state to support the Massachusetts National Guard.

Fiscal Year 2003 - State Funding

Payroll	\$ 3,129,120
Operations & Maintenance	\$ 4,435,491
Capital Improvements	\$ 3,207,359
State Active Duty	<u>\$ 2,200,000</u>
Total	\$12,971,970

Fiscal Year 2003 Highlights

Over 800 Massachusetts National Guard soldiers served on State Active Duty during the year, supplementing security at the Plymouth Yankee Nuclear power plant and assisting state and local law enforcement at the Boston Marathon and the 4th of July Esplanade Celebration.

The Office of the State Quartermaster, which is responsible for the maintenance of 51 National Guard facilities across the state, obtained over \$2 million in capital bond funds for improvements, repairs and upgrades to National Guard facilities and environmental compliance projects to meet state consent decrees.

Additionally, important moves were made during the year to improve the fiscal efficiency of the Military Division.

In order to increase our fiscal efficiency, nine outdated and redundant armories were closed and units were moved to more modern facilities.

The armory closures in fiscal year 2003 were only the first step in a regional armory concept that will station multiple units in each armory, so it would be used by drilling units on more than one weekend per month. Locating these armories regionally will preserve our ability to support communities throughout the commonwealth, while simultaneously making more efficient use of our capital assets.

In an effort to reduce redundancy, the Administration and Finance Office of the Military Division was merged with finance and personnel operations of the Department of Corrections.



Chaplain's Office



The four Chaplains, four Chaplain Assistants and two Chaplain candidates in the Massachusetts National Guard provide ministry in coping with separation for soldiers and airmen preparing to deploy on active duty and their families. They are present during the entire Soldier Readiness Preparation (SRP) process and during unit farewells, ministering to the individual needs of each member and his or her family.

The chaplains are responsible for the ministry of soldiers who are coming off active duty and reuniting with spouses, families, friends and loved ones. They also provide casualty notification services providing ministry to National Guard and Active Duty soldiers and families killed in the line of duty.

A massive recruiting effort is in place and the State Chaplain has contacted the four Bishops in Massachusetts, asking for referrals and probable candidates.

The Chaplains remain available on an on-going basis for any member of the National Guard that needs ministering to.

Office of Environmental Affairs

The Office of Environmental Affairs is making great strides in the development of the Environmental Management System (EMS) required under Executive Order 13148. The EMS is a multi disciplinary tool used to enhance readiness through constant monitoring our performance. An EMS provides the environmental program with the ability to monitor all ongoing activities and provides a framework for establishing and reviewing quality, safety, and environmental objectives. The Mass. Army National Guard met five of six metrics developed by NGB to track the state's implementation of the EMS. The Mass. Army National Guard is well on it's way to implementing an EMS ahead of schedule due to exceptional support from The Adjutant General down throughout the subordinate major commands. The EMS is instrumental in meeting the main objective of the office: to enhance military readiness while safeguarding the environment.

Independent auditors hired by NGB performed an Environmental Compliance Assessment System (ECAS) audit in January. The purpose of the ECAS audit is to get a "snap shot in time" of a state's environmental regulatory liability. The 2003 ECAS inspection produced 80 findings, indicating a 25% improvement from the prior ECAS of 2000. At present, 60 findings have been resolved. The remaining 20 are Army-regulated, exceeding local, state and federal regulations.

The Office of Environmental Affairs, in conjunction with DCSLOG and other directorates, has been able to expand the "Closing-the-Circle" program with the purchase of new systems including aqueous based parts washers and JP-8 recycling units. These systems will provide a much safer work environment for our soldiers and reduce environmental liability. The "Closing-the-Circle" program minimizes the storage of hazardous waste and materials at all Mass. National Guard maintenance facilities. The aqueous based parts washers alone will result in a 4,000 lb. reduction in solvents statewide and a projected savings of \$27,000 per year, resulting in a return on investment of four years. The JP-8 recycling units are projected to save \$21,000 per 36,000 gallons of JP-8 through reducing disposal costs and minimizing purchase through recycling.

During fiscal year 2003 the Mass. Army National Guard reduced its hazardous waste generation by 50,000 pounds, to 160,035 pounds total, of which 74% was recycled.

The Mass. National Guard Environmental Quality Control Committee (EQCC) has progressed substantially over the past year. The EQCC provides a forum for both the commanders and the environmental program staff to discuss all aspects of the environmental program.

Inspector General



The mission of the Inspector General's (IG) Office is to be an extension of the eyes and ears of The Adjutant General. The four major functions of the Inspector General are: Assistance; Inspections; Inquiries and Investigations; and Teaching and Training.

The Inspector General is a non-partial fact finding extension of the TAG, providing a continuous assessment of the state of efficiency, discipline, morale, esprit de corps, and readiness of units in the Massachusetts National Guard. Contacting the Massachusetts National Guard Inspector General office is a right of all soldiers, civilians, and family members.

Staff Judge Advocate



The Judge Advocate General (JAG) structure consists of personnel (officer and enlisted) at JFHQ, Camp Edwards and the 26th Brigade.

During fiscal year 2003, the JAG office was heavily invested in the mobilization and deployment of troops. From January to July 2003, services were provided to 8 units deploying at home and abroad, including Iraq, Guantanamo Bay, Cuba and Homeland Defense missions. In addition, legal services were provided to individuals who were mobilizing for various missions.

Per regulation, legal assistance was provided on a daily basis to family members of deployed soldiers in a number of wide ranging areas. The office was an active participant in the demobilization of units from Operation Noble Eagle, Operation Enduring Freedom and Operation Iraqi Freedom, and continues to assist soldiers with issues that arose during these deployments.

The Judge Advocate office continued its extensive involvement with both federal and state authorities relative to the Massachusetts Military Reservation.

On going activities include: command guidance, legal support on personnel issues both civilian and military, resolution of tort claims, congressional inquiries, review of legislation (both at the state and federal level) and continued litigation support to the US Attorney and State Attorney General offices.

Public Affairs Office

The mission of the JFHQ Public Affairs Office (PAO) is to provide information to the public, and to our soldiers and airmen, in order to enhance the positive image and visibility of the Massachusetts National Guard.

To that end, it is our goal to forge stronger links between the Massachusetts National Guard, the media and the community. The National Guard has always been a community-based organization. Our soldiers are also your friends, neighbors, sons and daughters. Since its birth in 1636, the Massachusetts National Guard has been defending Massachusetts from a variety of threats, including natural disasters, war and terrorism.



As much as the community needs us, however, we need our community. Without the community's support, the National Guard cannot exist. Employers must allow the soldiers time to train. Family must support the soldiers during long and difficult deployments. Most importantly, our members come from the community; without them, we can accomplish nothing.

The PAO provides direct public affairs support to Mass. Army National Guard units and Air National Guard units without full-time public affairs assets. The PAO provides general support to other public affairs operations in the Mass. National Guard, and advises The Adjutant General.

The PAO performs three major functions: Command Information, Media Facilitation and Community Relations. It accomplishes these by publishing articles internally and externally, responding to inquiries, and liaising with community leaders.

During fiscal year 2003, the PAO:

- Held the Unit Public Affairs Representative (UPAR) conference and school to train UPARs at the unit level as a public affairs force multiplier
- Produced this annual report, three "Minuteman Quarterly" magazines with a circulation of approximately 10,000 and nine monthly "Minuteman Update" electronic newsletters
- Prepared 98 news releases and responded to 278 media inquiries, including interview requests
- Advised the command group on critical issues including the lease extension of the Mass. Military Reservation, and the mobilization of Mass. Guard members for the Global War on Terrorism

The Massachusetts Military Reservation

This Massachusetts Military Reservation (MMR) is critical to the Massachusetts National Guard, and to the health and safety of the people of Massachusetts. There is no other post in New England that offers the unique combination of training area and facilities. National Guard units from Massachusetts and across New England need the MMR to conduct the high-quality training that has allowed us to successfully respond to emergencies at home and abroad. It is partly because of the



training conducted on the MMR, that our Mass. Guard members are among the best soldiers and airmen to be found anywhere in the world. It is truly, a center of excellence.

Without the MMR, many of our soldiers and airmen would be forced to drive over 300 miles, or up to 6 hours, one way to Fort Drum, New York, to find similar training assets. That would be one day of round-trip travel over the course of a typical drill weekend that these troops could not train. The price for this tradeoff is too high when you consider the high-risk jobs our members perform in places like Afghanistan, Bosnia, Cuba, Iraq and Kuwait.

For this reason, the Massachusetts National Guard is still fully committed

to the MMR, and to the Master Plan that we worked with the community to create. The modernization of facilities envisioned in Master Plan will be our bridge to the future of the Massachusetts National Guard, ensuring we will continue to have highly-trained soldiers and airmen ready on a moments notice to protect the people of the commonwealth, and of this nation, as we have for over 365 years. The Air Force and Army leases were extended during fiscal year 2003, preserving this critical asset for the Mass. National Guard until 2051.

The Massachusetts Military Reservation is a joint facility consisting of Camp Edwards, Otis Air National Guard Base, the US Coast Guard Cape Cod Air Station, and the Cape Cod Air Force Station. It is used by Air and Army National Guard units from across New England; state and local first response agencies; the US Air Force, Coast Guard and Department of Agriculture; the Massachusetts Maritime Academy; the Federal Aviation Administration; and the Bourne School System.

The Environmental and Readiness Center

The Environmental & Readiness Center's mission is to provide military training in concert with the environment. The Environmental & Readiness Center (E&RC) oversees many different programs, staffed by committed and experienced professionals. It functions as the public's link for information about the MMR and its environmental programs.

The E&RC at the MMR was created in January 2001 by the Massachusetts National Guard in order to provide the

expertise and resources necessary to follow through on an important commitment - the commitment to provide realistic training for National Guard soldiers while protecting the natural and cultural resources in the northern 15,000 acres of Camp Edwards.

The E&RC employs 20 professionals working in the areas of natural resources management, environmental compliance, cultural resources, community outreach, hazardous waste handling and reduction, and planning. The E&RC's goals are to inform, educate and involve all MMR and Upper Cape community members - including neighboring towns and their leaders, as well as military units - about issues regarding the environment and training at Camp Edwards.

The Massachusetts Army National Guard Training Site - Camp Edwards

The mission of Camp Edwards, as an Army National Guard Training Center, is to provide the full spectrum of support for live, virtual and constructive training of using organizations, and to be prepared to conduct sustained operations in support of federal or state emergencies if necessary.

Camp Edwards is a viable and important training facility that has trained more than 5,000 National Guard soldiers mobilized and deployed since September 11, 2001. Looking to the future, the first phase of a feasibility study is in process to examine the potential for establishing a Northeast Regional Training Center for Homeland Security at Camp Edwards. Even considering our present success and future challenges, Camp Edwards is - and will remain - committed to be the best environmental steward possible, and to work with the community to provide a safe and environmentally sound training location that will prepare our soldiers for future missions anywhere in the world.

Training at Camp Edwards

<u>Activity</u>	<u>Soldiers Trained</u>
Rappel Tower	1,671
Obstacle Course	946
MILES	1,464
Howitzer Crew Trainer	1,088
Guard Fist IIa	768
Leadership Reaction Crs.	3,560
Engagement Skills Trainer	1,360
FDCSS	242
Janus	7,350
Physical Fitness Test	1,796
FSCATT	1,088

Environmental Activities

- The 2002 Annual "State of the Reservation" report was completed as required under the Memorandum of Agreement signed by Governor Swift and the Department of the Army in accordance with Chapter 47 of the Mass. Acts of 2002. The report covers military and civilian activities at Camp Edwards during 2002
- The Natural Resource Office burned about 230 acres within a specified training area, in accordance with the five-year prescribed burn permit
- The Impact Area Groundwater Study Program (GWP) continues to investigate the total extent of groundwater and/or soil contamination due to military training associated with high explosives
- GWP is in the process of developing and installing a remedial system to treat groundwater and soil that was contaminated by activities conducted at Demo Area 1
- GWP continues to investigate the nature and extent of perchlorate that moved through the groundwater beyond the MMR boundary
- Perchlorate, a chemical found in rocket propellant forced Bourne officials to shut down three Monument Beach supply wells
- Crews worked at the fuel point to contain the fuel which overflowed from vents in a 19,000 gallon storage tank into a concrete secondary containment system when a pump failed to shut off automatically

Accomplishments

- The Army hosted an informational meeting in Sandwich on the MMR lease extension from 2026 to 2051. Other informational meetings are scheduled throughout the Cape Cod area
- Fifty-five engineers from the 180th Engineer Detachment of Camp Edwards and their families were honored for their year-long deployment overseas
- The senate endorsed a \$1 million study for transforming the Massachusetts Military Reservation into the nation's first regional center for homeland defense training. This proposed study was endorsed by the Army National Guard and Massachusetts Congressman William Delahunt

102nd Fighter Wing



The 102nd Fighter Wing's federal mission is to provide a ready, fully capable fighter force prepared to deploy to wherever it's needed. The wing is equipped with fifteen F-15 Eagle fighter aircraft. Aircraft and crews are on 24-hour, 365-day alert to guard our skies.

Our specific mission is to protect the northeastern United States from a foreign nation's terrorist attack, smuggling, illicit drug activity and illegal immigration.

The wing is also an integral part of the Air Force's expeditionary aerospace force and can immediately deploy to support U.S. Air Force requirements anywhere in the world. Approximately 75

airmen from the 102nd were mobilized in support of the Global War on Terrorism during fiscal year 2003.

The wing's location on Cape Cod is ideal because of its strategic coastal location. Otis Air National Guard Base, part of the Massachusetts Military Reservation, is the only active defense base on the east coast between the Canadian-U.S. border and the Washington, D.C. area, and has responsibility for over 500,000 square miles and 90 million people.

The 102nd Fighter Wing is one of the top employers in the area, with a payroll, local construction expenditures, and other local purchases totaling over \$33 million and a civilian payroll of over \$25 million.



104th Fighter Wing



The 104th Fighter Wing is located at Barnes Air National Guard Base in Westfield and flies the A-10 Thunderbolt II.

The aircraft is designed to provide close air-support to ground forces. Affectionately nicknamed the Warthog, this heavily armored tank killer received great acclaim for its performance during the Gulf War and in support of Operation Iraqi Freedom.

The 104th stands ready to mobilize in support of ground troops wherever it is needed throughout the world as an asset of aerospace expeditionary forces of the U.S. Air Force.

The entire wing - more than 400 airmen - mobilized in support of Operation Iraqi Freedom and deployed overseas during fiscal year 2003. The operations tempo was extreme, as a majority of the A-10s based with the Air Expeditionary Wing were in the air at all times because of the serial

bombing and firing capabilities they provided.

Barnes Air National Guard Base is located at the Westfield Municipal Airport in the shadows of the Berkshire Mountains in western Massachusetts near the Connecticut border. The base and the 104th Fighter Wing are major contributors to the economic life of Westfield, and enjoy an active role in the community.

Schools, charities, elderly centers, hospitals, businesses, public safety and law enforcement agencies interact with the wing in its partnership with the civilian community. The 104th Fighter Wing enjoys a highly visible and acclaimed reputation as a good neighbor in the Western Mass. region.



253rd Combat Communications



The 253rd Combat Communications Group (CCG) Headquarters provides planning, engineering, command level coordination, and process approval to train, advise, and direct combat ready units of citizen-soldiers providing tactical communications and air traffic services for total force integration. Secondly, the unit provides a ready militia for protecting life and property; preserving peace, order, and public safety; and serving actively within our local community.

The 253rd Combat Communications Group (Otis ANGB) is organized into five main areas: Support, Air Traffic, Logistics, Operations, and the Operating Location (Hanscom Air Force Base). The 253rd CCG reports to The Adjutant General of Massachusetts on a day-to-day basis during peacetime, and would report to Air Combat Command upon being federalized for real world contingencies or on an as-needed basis.

The Headquarters 253rd Combat Communications Group was the first CCG activated in the aftermath of September 11, 2001. Subsequently, the activation of the Group's Large Management Package deployed to Air Combat Command Headquarters, Langley Air Force Base, Va. During this period of time, the group continued overseeing six subordinate units, including staff assistance visits and lateral support as required.

Fiscal Year 2003 Accomplishments

- Named as the lead group for Global Patriot 2003 (a nation-wide combat communications training exercise)
- Rotated personnel from 253 CCG to Langley Air Force Base, Va. to in support of Operation Iraqi Freedom
- Supported the 514th Combat Communications Squadron (McGuire Air Force Base, N.J.), an active duty unit, and provided deployed tactical communications training for 40 personnel
- Provided tactical training for the 271st, 265th, 281st and 282nd Combat Communication Squadrons at Otis Air National Guard Base
- Hosted Theater Deployable Communications (TDC) after-action working group with private contractors, Electronics Systems Command and Mitre
- Coordinated logistics and equipment to support a Veterans Home (Holyoke, MA) that was in need of critical air conditioning during a severe heat wave

267th Combat Communication Squadron

The federal mission of the 267th Combat Communications Squadron (CBCS) is to provide expeditionary combat communications services to deployed warfighters. Our secondary mission is to provide a ready militia for assisting in the preservation and protection of life and property, peace, order and public safety.

The 267th Combat Communications Squadron, based at Otis Air National Guard Base, is organized into four flights: Transmission Systems Flight, Base Systems Flight, Combat Support Flight and Support Flight. The 267th CBCS reports to the Commander, 253rd CCG on a day-to-day basis and would report to Air Combat Command in the event of mobilization.

The 267th Combat Communications Squadron was activated in January 2003 to support Operation Enduring Freedom, and later Operation Iraqi Freedom. Two unit task codes (UTCs), consisting of 43 personnel and 69 short tons of equipment, were deployed to a classified location in support of these operations.

All 43 personnel and equipment were re-deployed back to Otis in May 2003. Additionally, two personnel supporting an Air Expeditionary Force (AEF) deployment mobilized and were mobilized in-place at Al Jaber AB, Kuwait in March 2003. These personnel later deployed forward into Kirkuk, Iraq and returned home in July 2003.

In March 2003, three personnel were activated and deployed to support an active duty Combat Communications Squadron being pre-staged for deployment into Iraq. These individuals would later deploy into Iraq, establish and provide expeditionary combat communications services at Kirkuk and re-deploy home in July 2003.



26th Infantry Brigade

The 26th Yankee Infantry Brigade is based in Springfield and is part of the 29th Infantry Division, based at Ft. Belvoir, Va. The 26th Brigade is one of the few National Guard organizations in the United States to include a Special Forces company.

1st Battalion, 104th Infantry



Soldiers with the headquarters of the 1st Battalion of the 104th Infantry, part of the 26th Infantry Brigade, had a busy year with a major training exercise and missions in support of Operation Noble Eagle, Noble Eagle II and Joint Forge. Those missions included deployments overseas and

along the Eastern Seaboard of the United States.

A light infantry battalion with headquarters in Westfield, the 1st Battalion's federal missions are to close with the enemy by means of fire and maneuver in order to capture enemy forces or repel their assault by fire, close combat and counterattack, and to conduct stability operations in an internal defense and internal development environment.

The unit's state mission is to provide organized, equipped, and trained individuals or units to function effectively in the protection of life and property, and the preservation of peace, order, and public safety in military support to civil authorities for disaster response, humanitarian relief, civil disturbance, counter-drug operations, and combating terrorism.

The 104th is comprised of 35 officers and 531 enlisted soldiers. The Headquarters & Headquarters Company is authorized 20 officers and 159 enlisted soldiers and its rifle companies (A,B,C) are each authorized 5 officers and 124 enlisted soldiers. The Headquarters is based in Westfield.

The Battalion's significant events included Operation Noble Eagle II, with some 500 soldiers deployed in support of this Homeland Defense mission from Sep. 2002 through Aug. 2003. They were responsible for the installation defense of installations across the Northeastern US to include Ft. Monmouth, N.J., FT Dix, N.J., Tobyhanna Army Depot, Pa., and the Soldiers Systems Center, Mass.

Soldiers of the Battalion were also deployed to support the call up of soldiers of the 181st Infantry deploying to Guantanamo Bay, Cuba.

Annual training during 2003 was conducted at Camp Edwards in June. The demanding deployments caused the 26th Brigade to reconsolidate and reorganize its sections, causing the training focus to be at the individual and team level. Often soldiers who have had no experience at performing specific section tasks were required to perform these tasks, as well as perform duties of one level of responsibility higher than they normally would. One of the bright spots of the annual training period was the Expert Infantry Badge (EIB) program. There were 12 graduates.

A Division Warfighter was conducted during July, at Ft Leavenworth, and all participants walked away with some new lessons learned.

In September, the Battalion conducted "Rights of Passage," a survival based training scenario at Northfield Mountain. The training includes, rappelling, land navigation, and a water crossing.

The training year was a benchmark for the 104th. It successfully accomplished its Homeland Defense mission and sent numerous soldiers to military professional development schools. The battalion is focused on improving readiness for future deployments.

26th Infantry Brigade Unit Locations

HHC, 26 IN BDE	Springfield
HHC, 1-104 IN	Westfield
A CO, 1-104 IN	Agawam
B CO, 1-104 IN	Greenfield
C CO, 1-104 IN	Pittsfield
HHC, 1-181 IN	Worcester
A CO, 1-181 IN	Worcester
B CO, 1-181 IN	Gardner
C CO, 1-181 IN	Cambridge
HHC, 1-182 IN	Dorchester
A CO, 1-182 IN	Middleboro
B CO, 1-182 IN	Melrose
C CO, 1-182 IN	Braintree
C CO, 1-20 SF BN	Springfield

1st Battalion, 181st Infantry



The Battalion Headquarters, 181st Infantry's federal mission is to mobilize its soldiers, deploy by air and surface to an intermediate staging base, assemble, and move to a U.S. Corps area of operations to conduct light combined arms operations. Its state mission is to provide organized, equipped, and trained individuals or units to function effectively in the protection of life and property, and the preservation of peace, order, and public safety in military support to civil authorities for disaster response, humanitarian relief, civil disturbance, counter-drug operations and combating terrorism.

The 181st is a Light Infantry Organization under the control of the 26th Infantry Brigade, which is part of the 29th Infantry Division.

Following attacks of terrorism on September 11, 2001, the battalion has been selected for numerous missions. In the last few years, soldiers of the 181st have been mobilized for overseas duty and for several homeland defense missions. One of the most recent missions was the deployment of some 310 soldiers, who were mobilized for an Operation Enduring Freedom mission to Cuba in August 2003.

1st Battalion, 182nd Infantry



Headquarters, 1st Battalion, 182nd Infantry, part of the 26th Infantry Brigade, is located in Dorchester. The battalion has company-sized units in Melrose, Braintree and Middleboro.

The 182nd's federal mission, after it mobilizes at home station, is to move by rail or road and deploy to a theatre of operation and to occupy an assembly area.

On order, the battalion would conduct attack in zone or defend in sector and be prepared to conduct stability and support operations.

The battalion's state mission is to provide organized, equipped and trained individuals or units to function effectively in the protection of life and property, and the preservation of peace, order and public safety in support of civil authorities.

The 182nd conducted annual training during fiscal year 2003 at Camp Edwards. The focus of the 2003 annual training was on stability and support, and individual tasks.

During the last two years, soldiers of the battalion have seen duty in Bosnia in support of Operation Might, at Fort Dix, N.J. in support of the 104th Infantry, and at Guatanimo Bay, Cuba in support of the 181st Infantry. The 182nd Infantry was mobilized to protect public safety at Boston's Esplanade for the 4th of July Celebration in both 2002 and 2003. The 182nd also took part in a major exercise, Warfighter, in Kansas.

The battalion began a transition from a mechanized to a light infantry configuration in September 2003.



42nd Division Artillery

During 2002, the Redlegs of the 42nd (Rainbow) Infantry Division (Mechanized) started the training year out like many other National Guard units; focusing on supporting the war on terrorism. In addition to training for their traditional field artillery missions, soldiers of the 42nd Division Artillery spent the year performing CONUS force protection missions in support of Operation Noble Eagle and overseas missions in support of Operation Enduring Freedom .

The Headquarters and Headquarters Battery, 42nd Division Artillery in Rehoboth, Mass. has spent a majority of the year in preparation for potential deployment to Bosnia in fiscal year 2004 as part of the SFOR 16 rotation with the 42nd (Rainbow) Infantry Division (Mechanized).

The 1st Battalion, 101st Field Artillery based out of New Bedford, Mass. conducted two live-fire exercises, an external Training Assessment Model (TAM) evaluation, a Division War Fighter Exercise, and an Modified Table of Organization and Equipment (MTOE) conversion, all while 20 percent of its strength was serving on active duty for various missions.

The battalion currently has its firing battery FDOs supporting the 181st Infantry in Guantanamo Bay, Cuba, and soldiers of C Battery are supporting Air Force security missions.

The 101st recently transitioned from being part of the 42nd Division Artillery to falling under the 26th Brigade, 29th Infantry Division. This Battalion has participated in numerous civic and military events during the past training year including the cannon fire during the 1812 Overture for the Boston Pops 4th of July Concert, and security support for the Boston Marathon.

The 1st Battalion, 102nd Field Artillery (part of the 41st Field Artillery Brigade), headquartered in Quincy, Mass. focused its efforts on Gunner's Testing, Cannon Section Evaluations, Stability and Support Operations tasks, and Soldier Readiness Processing. C Battery conducted their Annual Training independently of the battalion in October 2003 at the National Training Center, Ft. Irwin, Calif. The remainder of the battalion conducted annual training at Camp Edwards, Mass. and Ft. Drum, N.Y.

Soldiers of the battalion also supported homeland defense force protection missions. The battalion executed many domestic support actions this training year, including participation in the annual Patriot's Day Muster on Salem Common and security support for the Boston Marathon.

The 1st Battalion of the 258th Field Artillery, headquartered out of Jamaica, N.Y. was involved in several state activations in support of homeland defense missions this past training year. These activations changed the Yearly Training Plan for the battalion in 2003 drastically. Subsequently, the 1-258 FA focused on the 42nd Infantry Division Commanding General's training priority: Rainbow Ready soldiers (soldiers who are ready for deployment by meeting the basic soldier skills).

In May 2003, the 1-258 FA received 85 soldiers from Detachment 1 Fwd, 1-258 FA who completed a one-year active duty tour in support of Operation Noble Eagle II at West Point N.Y. In July 2003, the 1-258 FA performed annual training at Camp Smith, N.Y. focusing on individual readiness tasks and selected Theater Specific Individual Readiness Tasks (TSIRT). The goal is to prepare the battalion for future CONUS or OCUNUS deployments. The unit is now gearing up to undertake its MTOE Mission in fiscal year 2004.

During the 2003 training year, the 3rd Battalion 112th Field Artillery headquartered in Morristown, N.J. was extensively involved with supporting homeland security missions generated in the aftermath of the World Trade Center disaster, and with subsequent missions under Operation Noble Eagle and Operation Port Sentry.

The battalion was called upon twice to provide security along critical infrastructure throughout the State of New Jersey. During these missions, the battalion secured points along the George Washington Bridge, Holland Tunnel, Lincoln Tunnel, nuclear power plant facilities, and the Newark International Airport. Additionally, the unit was called upon to deploy its D

42nd DIVARTY Unit Locations

HHB, 42 DIVARTY	Rehoboth
HHB, 1-101 FA	New Bedford
A Btry, 1-101 FA	Brockton
B Btry, 1-101 FA	Danvers
C Btry, 1-101 FA	Fall River
Srvs Btry, 1-101 FA	Fall River
E Btry (TAB) 101 FA	Rehoboth
HHB, 1-102 FA	Quincy
A Btry, 1-102 FA	Hudson
B Btry, 1-102 FA	Methuen
C Btry, 1-102 FA	Lynn
Srvs Btry, 1-102 FA	Quincy
272 Chem CO (DET 2)	Reading

Battery to provide base security at McGuire Air Force Base.

Although a significant portion of the battalion's training time was dedicated to meeting the needs of the State of New Jersey, they were still able to train to battery level on their wartime mission. The battalion certified 12 howitzer sections and four Fire Direction Centers (FDCs). This training was validated during the spring of 2003; the first live fire exercise in nearly two years.

E Battery (Target Acquisition) 101st Field Artillery, co-located with the Headquarters and Headquarters Battery, 42nd Division Artillery in Rehoboth, Mass. deployed three Q-36 radar sections to Afghanistan in support of Operation Enduring Freedom. As fiscal year 2003 year came to a close, the third team sent to Afghanistan is still several months away from coming home.

This year's annual training included section competitions for emplacement and march-order drills for the Q-36 Firefinder Radar. The battery supported two 13R schools at the Regional Training Institute at Camp Edwards during the year.

The Division Artillery and its battalions continue to train for whatever the future may bring to the Massachusetts Army National Guard and the 42nd (Rainbow) Infantry Division (Mechanized). The past year's challenges and accomplishments increased the ability of the 42nd to perform critical missions and to continue to develop our ability to fight and win on the battlefield. We remain ready to support any mission with Rainbow Thunder.

1st Battalion, 101st Field Artillery



The 101st Field Artillery has its headquarters in New Bedford and batteries in Brockton, Danvers and Fall River. The battalion's mission is to destroy, neutralize, or suppress the enemy by Cannon Fire, and to integrate all supporting fires into Joint Combat Mission Operations.

During the 2003 training year, the 1-101 FA conducted two live-fire exercises, an external TAM evaluation, a Division War Fighter Exercise, and an MTOE conversion, all while 20% of its strength was serving on active duty for various missions. The battalion conducted sustainment training in all tasks rated "T" on the Battalion / Battery Mission Essential Task Lists (METLs).

Throughout the year, battalion soldiers continued to master the art of digital field artillery operations. The battalion successfully completed the "digital loop" by integrated the FEDS, IFSAS, and Battery Computer System (BCS) into training. This resulted in faster, more accurate fires for all of our firing batteries.

During fiscal year 2003, annual training was conducted at in June at Ft. Pickett, Va. for the first time in recent history. The training was significant because the battalion completed an external TAM Evaluation by the Training Service Battalion from Fort Drum while in the process of conducting an MTOE conversion and 20 percent of its strength was deployed. Despite these challenges, the battalion, which consisted of seven total howitzer sections, fired over 2,600 rounds safely, and returned to Massachusetts without serious incident or accident.

The 1-101 FA participated in its second division war fighter exercise in twelve months, the 29th Infantry Division War Fighter Exercise: "Operation Omaha Fury," in July of the training year. This was the first major exercise with the battalion's new division, the 29th Infantry Division, and new supported brigade, the 26th Infantry Brigade. The staff and key personnel spent many hours planning and refining the Field Artillery Support Plan for the Operations Order, "Operation Patriot Fury," which was conducted in three phases. The preparatory phase was at Devens Reserve Forces Training Area (RFTA), Mass., the orders briefs were conducted in Springfield, Mass., and the final execution phase was conducted at Westfield, Mass. and Ft. Leavenworth, Kan. It turned out that the battalion served as all three DS artillery BNs; the 2-110 FA, the 1-246 FA, and the 1-101 FA during the Day-Shift portion of the exercise. The unit performed all assigned tasks in a professional manner.

This 101st has participated in numerous civic and military events during the past training year. Cannon salutes were fired for the following events; Fairhaven Salute to the Nation, Falmouth Military Tattoo, 1812 Overture with the Boston Pops, 1812 Overture with the Plymouth Philharmonic, and Massachusetts POW/MIA Day and Veterans' Day events for the cities of Fall River, Danvers, New Bedford, Beverly, Lynn, and Camp Edwards.

Battalion soldiers provided security support for the Boston Marathon in April, support for the "Toy for Tots" annual toy drive with Marine Corp Reserve, and assisted New Bedford Family and Child Services in their annual Christmas food collection and distribution programs.

The Battalion continued partnerships with the Fall River School District, Bristol County Sheriffs Department and the Brockton Council on Aging Elderly Outreach Program in cooperative use of armory facilities.

Additionally, the Battalion continued to support its own ice hockey team, skating once a week throughout the year and winning the Combined Services Invitational Tournament at Las Vegas, Nev. in July. This activity has increased morale for those who participate on the "REDLEG" hockey team.

1st Battalion, 102nd Field Artillery



The mission of the soldiers in the Headquarters of the 102nd Field Artillery Regiment's 1st Battalion when deployed to a reinforced unit's area of operation is to establish communications and coordinate fire support requirements. The soldiers conduct sustainment and survivability operations, acquire targets and deliver artillery fire to destroy, neutralize, or suppress the enemy in accordance with the fire support plan. Through all phases, force protection is of paramount concern.

Throughout the year, training focused on the battalion's Artillery Safety Certification Program, Gunner's Testing, Cannon Section Evaluations, Stability Operations and Support Operations tasks, and Soldier Readiness Processing. The battalion conducted a Live Fire Exercise (LFX) in August at Fort Drum, N.Y. C Battery conducted an additional LFX in June, while the rest of the battalion was at annual training at Fort Drum, N.Y.

C Battery conducted its annual training independently of the battalion in October 2003 at the National Training Center, Ft. Irwin, Calif. The remainder of the battalion conducted annual training at Camp Edwards, Mass. and Ft. Drum, N.Y. The tasks at Camp Edwards focused on the completion of Artillery Table 7 (dry fire certification), Stability Operations and Support Operations. Fort Drum tasks included qualification to Artillery Table 8 (live fire). Firing units rotated between Ft. Drum and Camp Edwards.

Throughout the Training Year, the Battalion fired 1,549 artillery rounds including 104 M485 illumination rounds and 1,445 M107 high explosive rounds.

Members of the 102nd took part in a number of domestic actions this training year. Battalion soldiers participated in the Annual Patriot's Day Muster on Salem Common, along with various Veterans' Day, Memorial Day and Independence Day parades throughout the commonwealth. The unit conducted many howitzer salutes, supported the Boston Marathon and many Recruiting and Retention Command displays. The Battalion supported the William F. Degan Memorial Road Race and continued its partnership with the Woodward School in Quincy, Mass.



51st Troop Command

The 51st Troop Command has soldiers in 10 communities across the commonwealth.

The command provides administrative and logistical support to the 211th Military Police (MP) Battalion, 101st Engineer Battalion, the 181st Engineer Battalion, the 379th Engineer Company, E Company of the 223 Military Intelligence (Linguist) Battalion, the 65th Public Affairs Operations Center, the 26th Personnel Services Detachment, and the 126th Military History Detachment.

The federal mission of the Headquarters, 51st Troop Command is to provide command and control of its subordinate elements to enhance readiness in a global environment. This is facilitated by providing administrative and logistical support to those elements.

51st Troop Command also has responsibility for managing a local training area, Camp Curtis Guild, where the headquarters is located.

The state mission is essentially the same as the federal mission, however it is focused on support to civil and domestic authorities at the call of the Governor. These missions are delegated from The Adjutant General and the Joint Force Headquarters for diverse operations such as the Boston Marathon, Tall Ships, 4th of July at the Esplanade, other State Active Duty force protection missions.

During fiscal year 2003, several of the 51st Troop Command units deployed in support of Operations Noble Eagle, Enduring Freedom and Iraqi Freedom.

During the deployments, the headquarters supervised the rear elements of deployed units, coordinated other missions in support of inactive duty training, annual training, overseas deployment training, unit exchange programs, and support to civil and military authorities.

Headquarters staff provided significant support to casualty assistance operations and military funeral honors. The troop command headquarters also provided personnel and logistical support to the Boston Marathon.

The headquarters facility houses a regional Family Assistance Center and a Distance Learning Center.

51st Troop Command made progress in developing new projects at its training area co-located at Camp Curtis Guild in Reading. Projects included: an engagement skills trainer building; improvements to roads; upgrades to training, bivouac and land navigation areas; improvements to and training on the Ropes Course.

The command also used several venues to market the training areas to units and other users in order to maximize utilization and enhance training opportunities for all units of the Massachusetts National Guard. Other work involved a request for a site development study regarding site approval for construction of a multi-million dollar organizational maintenance facility, to include improvements to infrastructure.

During the year there was a significant increase in utilization by units, ROTC, law enforcement and community agencies from the previous year.

51st Troop Command Unit Locations

51 Troop Command	Reading
HHC, 211 MP BN	Lexington
972 MP CO	Melrose
772 MP CO	Taunton
747 MP CO	Southbridge
42 MP CO(-)	Chicopee
HHC, 101 ENG BN	Reading
A CO, 101 ENG BN	Newburyport
B CO, 101 ENG BN	Chelsea
C CO, 101 ENG BN	Bridgewater
Spt Plt, 101 ENG BN	Reading
HHC, 181 ENG BN	Whitinsville
A CO, 181 ENG BN	Milford
B CO 181 ENG BN	Northhampton
C CO 181 ENG BN	Adams
Spt Plt, 181 ENG BN	Whitinsville
379 ENG CO	Bourne
126 Mil Hist DET	Worcester
65 PAOC	Lexington
26 PS DET	Milford
E CO 223 MI BN	Cambridge

211th Military Police Battalion



The 211th MP Battalion consists of a Headquarters and Headquarters Detachment, the 42nd Military Police Company, 747th Military Police Company, the 772nd Military Police Company, and the 972nd Military Police Company.

The battalion's federal mission is to provide command and control, combat support and combat service support to all MP elements assigned or attached. The battalion must also assist the 51st Troop Command during mobilization of subordinate Military Police Companies.

The 211th's state mission is to provide units that are organized, equipped and trained to provide assistance in the protection of life and property and the preservation of peace, order and public safety. On order, the unit coordinates operations and provides the personnel and equipment necessary to assist the Commonwealth of Massachusetts during disaster relief operations.

During fiscal year 2003, over 150 members of the 747th MP company were mobilized to support Operation Enduring Freedom in Afghanistan. An additional 400 soldiers from the battalion headquarters, 772nd MP Company and 972nd MP Company returned from deployments supporting Operation Enduring Freedom and Operation Iraqi Freedom in Afghanistan, Iraq, Kuwait and Pakistan. Some of these soldiers were on active duty continually for nearly two years.



101st Engineer Battalion



The 101st Engineer Battalion headquarters is located in Reading, and has subordinate companies located in Newburyport, Chelsea and Bridgewater.

The unit's federal mission is to alert and mobilize unit members at the designated mobilization site. On order, the 101st deploys to the area of operations and conducts combat operations. Its state mission is to support missions from DSCOPS regarding civil disaster operations.

During peacetime, the battalion's primary mission is to mentally, physically and tactically prepare all unit soldiers for potential mobilization for military action, civil disasters and civic action projects.

The 101st primarily focused on individual, squad and platoon operations during Inactive Duty Training (IDT) weekend drills. Annual training 2003 (August 16 to 30) was conducted at Fort Drum, N.Y. The focus was on headquarters operations in the field and company-size elements conducting mobility/countermobility operations. The 101st Engineer Battalion was under the scrutiny of an external evaluation by the Training Support Brigade (TSB).

During fiscal year 2003, a contingent of soldiers from B Company, 101st Engineer Battalion were mobilized for homeland defense and are currently situated in Natick, Mass. We are in the process of preparing for the potential deployment of two separate contingents for KFOR/SFOR missions.

181st Engineer Battalion



The 181st Engineer Battalion (Combat) is headquartered in Whitinsville with elements in Milford, Florence and Adams. Its federal mission is to deploy to a designated area of operations and conduct combat operations. The battalion's state mission is to support civil disaster operations.

Throughout fiscal year 2003, the focus was individual, squad and platoon operations. Annual training for 2003 consisted of four separate AT periods:

- B company provided engineer support to the 1-172nd Armor of the Vermont Army National Guard (VTARNG) at Fort Drum, N.Y. from April 23 to May 10

- C company provided support to the 2-172nd Armor (VTARNG) at Fort Drum from May 31 to June 14
 - Headquarters and Headquarters Company held its annual training at Camp Edwards
 - A company conducted training in Paraguay in August. Soldiers did training with a foreign army, conducted engineer civic actions and, most notably, two soldiers from the unit were awarded Joint Service Achievement Medals for saving the life of a Paraguayan Special Forces soldier who was critically injured during a training exercise.
- The 181st Engineer Battalion also participated in one major domestic action project during the training year. B company began a rehabilitation of the Agawam Armory parking lot. Work consisted of tree and brush clearing, and rough grading of the site. The project was scheduled to be completed in November 2003.

379th Engineer Company

The 379th Engineer Company is based in Buzzards Bay. Its federal mission is to deploy to the area of operations and support engineer combat operations with manned engineer construction equipment. The state mission is to support civil disaster operations.

During the training year, the focus was on individual, squad and platoon operations, as well as engineer sustainment training.

The unit was mobilized in January 24, 2003 for Operation Enduring Freedom. Mobilization training was conducted at Fort Drum, New York during January and February 2003, when it was validated for deployment. The company then deployed to Kuwait in April in support of Operation Enduring Freedom, where it conducted engineer support of Operations Enduring Freedom and Iraqi Freedom from April 2003 through September 2003. The unit was released from active duty in October 2003.

126th Military History Detachment

The 126th Military History Detachment (MHD) is based at the Massachusetts Military Museum in Worcester. It is one of 25 such units in the Army and one of only five in the National Guard. The MHD is the smallest deployable unit the U.S. Army inventory.

The 126th is the only Military History Detachment to have been deployed in support of Operations Noble Eagle, Enduring Freedom and Iraqi Freedom. The unit has been to all the major operational theaters from the World Trade Center in New York City, to Fort Bragg, N.C. and to Afghanistan, Kuwait and Iraq.

The MHD's federal mission is to collect specific information for histories being prepared under the auspices of Chief, Military History of the Headquarters of the Department of the Army. Its state mission is to provide historical support to units of the Massachusetts Army National Guard.

The soldiers of the 126th MHD can assist in the critical analysis of ongoing military operations using methods distinct from the traditional staff processes. The capabilities of the 126th offer the parent command a highly organized approach to collecting historical evidence and chronicling it. The MHD can apply the rigorous interpretive skills and contextual knowledge of the historical to help clarify and resolve the information overload encountered by modern military forces, often referred to as the fog of war. Because of their training, the soldiers of the 126th capture significant data to create operational histories, Army lessons-learned, and field monographs. Through its unique style of collecting, the 126th provides valuable supplementary information to commanders and ensures the preservation of operational histories for future generations.

During Operation Noble Eagle, soldiers of the 126th spend 30 days at and around "Ground Zero" of the World Trade Center disaster. During the course of their work, they collected 70 oral history interviews, hundreds of pages of electronic and hard copy documents, shot and collected several thousand photographs, and collected 50 artifacts.

During Operation Enduring Freedom, the 126th conducted military history operations in the U.S. and in Afghanistan, spending 60 days in country. The Afghanistan collection included 100 oral history interviews, over 3,000 pictures taken by



126th soldiers, collected an additional 1,000 pictures, several thousand pages of electronic and hard copy documents and archival evidence and over 100 artifacts.

At the end of a year mobilization, the unit was requested to continue its operations for a second year to support pending operations in Iraq. All members of the unit volunteered for a second year of deployment. First in Kuwait then in Iraq where the unit traveled by ground and air to various locations, the soldiers of the 126th amassed an Iraqi collection that includes over 150 oral history interviews, took over 2,000 pictures, collected over 2,000 additional pictures, several thousand pages of electronic and hard copy documents and archival evidence and over 150 artifacts.

The 126th Military History Detachment is the Army-wide leader in historical collecting and methodology. The unit fields a completely digital solution for gathering historical data in the field. At the core of the program are high-end digital cameras, laptop computers, pocket-sized digital voice recorders, and computer-aided transcription. The digital medium allows for efficient, high-quality collection without the need for photo developing or cumbersome audio recording equipment.

65th Public Affairs Operations Center

The 65th Public Affairs Operations Center (PAOC) is located in Lexington. Its mission is to provide services and facilities to media representatives in support of combined, unified or joint operations. The PAOC serves as the nucleus of a Joint Information Bureau, Allied Press Information Center or a Media Operations Center at Theater, Corps or Army level. The PAOC is a gaining command, organized to rapidly deploy and is generally augmented by two or more Mobile Public Affairs Detachments (MPADs).

The PAOC includes 33 personnel, nine officers and 24 enlisted. The unit is divided among three states. Generally, Massachusetts has the Command Cell, Connecticut has the Escort Section, and Rhode Island has the Briefing Section and Production Section.

The 65th Public Affairs Operations Center has undergone numerous personnel changes and shortages since returning in November 2000 from its deployment to Bosnia. The unit conducted media operations training, weapons training, and land navigation training together with Detachment 2, 65th PAOC (R.I.) throughout the training year. In August 2003, the 65th deployed to Fort Monroe, Va. and Clark County, Nev. for annual training, where they augmented the Joint Task Force Civil Support (JTF-CS) Public Affairs section in their annual exercise.



26th Personnel Services Detachment

The federal mission of the 26th Personnel Services Detachment (PSD) is to manage essential personnel information and provide direct military support to commanders. The state mission is to provide personnel services to the Headquarters of the Massachusetts Army National Guard during mobilization and demobilization operations.

During fiscal year 2003, the detachment's focus was to provide personnel administrative support to the Personnel Automated Records Center (PARC) and provide Common Task Training (CTT) for the PSD's soldiers.

The unit's soldiers were instrumental in providing support to the PARC to include dispatching a team to support the 42nd MP Co's mobilization in March 2003 at Camp Curtis Guild. The unit provided personnel to the PARC on a long-term basis (ADSW and year-round AT) during training year 2003. The detachment supported federal mobilizations at home station as well as Army installations including Forts Bragg, Dix and Drum.

Looking forward to fiscal year 2004, the 26th will be tasked with providing personnel administrative support to the PARC, DCSPER and DCSIM, by providing qualified Military Occupational Skill (MOS) 42F (Information Systems Software Specialist), 74B (Information Systems Operator) and 75H (Personnel Services) personnel.



E Company, 223rd Military Intelligence Battalion



E Company, 223rd Military Intelligence (MI) Battalion (Linguist) is based in Cambridge. Its wartime mission is to mobilize and deploy in team concept (Interrogators, Counterintelligence (CI) Agents and Linguists) with our higher headquarters, the 223rd MI Battalion, located in San Francisco, Calif. E Company has a state mission to provide interrogation, counterintelligence, linguist and language translation support to agencies of the Commonwealth of Massachusetts.

This company was founded in September 1996. Since that time, the company's main emphasis has been to get soldiers qualified in their MOS. Due to the nature of this unit, the qualification process may take up to four years in some instances. Based on the complexity of the MOS qualification process, this unit has been on year-round annual training.

Originally located in Lexington, the company relocated to Newton in 1997 and relocated to its current location in Cambridge in 1998. During these periods, the unit performed numerous state and federal missions.

The soldiers of E company performed missions at FT Gordon, Ga. (513th MI Battalion) and FT Dix, N.J. (NEARISC). Additionally, the unit performed overseas interrogator, counterintelligence, linguistic and supply support for deploying Massachusetts Army National Guard units.

The unit performed overseas missions to England (Linguist Exercise), Nicaragua, Korea and El Salvador (provided language support to locals in the building of schools and hospitals).

In fiscal year 2003, E company again performed year-round annual training. Teams of interrogators, counterintelligence agents and linguists were sent to Korea and Devens RFTA. Approximately half of the unit was deployed to the Middle East to support Operation Iraqi Freedom in February 2003.

79th Troop Command

The 79th Troop Command provides administrative and logistical support and training guidance for five Combat Service Support battalions in accordance with The Adjutant General's policies to enhance mobilization readiness, react to domestic emergencies and conduct civic action operations.

Fiscal year 2003 has been the most demanding, purposeful, and exciting year for the leaders, soldiers, and their family members since the inception of the 79th Troop Command in 1996.

The 79th Troop Command is the brigade-level command and control headquarters for the five Combat Service Support (CSS) battalions within the Commonwealth of Massachusetts. These battalions are the 726th Maintenance Battalion, the 726th Finance Battalion, the 101st Quartermaster Battalion, the 3/126th Aviation Battalion, and the 226th Division Aviation Support Battalion.

These units have trained rigorously over the last several years to be as prepared as possible to mobilize, deploy, and accomplish their assigned missions in our nation's greatest time of need since World War II.

The 79th Troop Command stands proud today with much of the command's units deployed around the world, including combat areas in Iraq and Afghanistan supporting Central Command missions: Operation Enduring Freedom, Operation Iraqi Freedom, and Operation Joint Endeavor. Making these operations possible, the 79th Troop Command deployed 695 soldiers and several units fulfilling a critical CSS role.

The units deployed to Kuwait and Iraq are the 726th Maintenance Battalion, the 110th Maintenance Company, the 1058th Transportation Company, and elements of the 1166th Transportation Company. The 1166th also has elements in Afghanistan, and has soldiers in support of homeland defense missions at Fort Bragg, N.C. as well.

The 79th Troop Command's leadership, personnel, operations, and logistics staffs worked tirelessly in the months of February and March preparing and assisting the units designated for mobilization. The mobilization of

several units simultaneously was a major undertaking. However, with determined perseverance and extreme personal sacrifice for the benefit of others, every unit deployed was prepared for the missions to come.

Few soldiers were deemed ineligible for deployment. Some soldiers from non-deploying units were transferred into the

79th Troop Command Unit Locations

79 Troop Command	Wellesley
726 FSC	West Newton
101 FIN DET	West Newton
685 FIN DET	West Newton
747 FIN DET	West Newton
726 MNT BN	Natick
721 MNT CO	Camp Edwards
DET 1, 721 MNT CO	Westfield
110 MNT CO	Ayer
DET 2, HHC, 297 SPT BN	Ayer
DET 2, B, 297 SPT BN	Ayer
101 QM BN	Framingham
125 QM CO	Webster
220 QM DET	Plymouth
321 QM DET	Pittsfield
704 QM DET	Natick
1058 TC	Hingham
1164 TC	Framingham
1166 TC	Ware
1060 TC	Worcester
A CO, 118 ASMB	Concord
DET 1, HHC, 118 ASMB	Concord
3-126 AV BN	Otis ANGB
A CO, 3-126 AVN	Otis ANGB
C CO, 3-126 AVN	Otis ANGB
226 AN BN	Westfield
DET 1, A CO, 226 AVN	Westfield
DET 1, B CO, 226 AVN	Westfield
E CO, 126 AVN	Otis ANGB
DET 1, 86 MED AIR	Otis ANGB

deploying units to ensure manning readiness requirements.

Much needs to be said for the many Family Readiness Groups that bolted into action to assist the difficult transitions of mobilizing soldiers and loved ones. Every unit mobilized passed their Mission Readiness Exercises prior to overseas deployment.

The non-deploying units of the 79th Troop Command continue to train to the highest standards. An outstanding effort and performance by all members of the 79th Troop Command makes this unit a proud team-member in the Massachusetts Army National Guard.

726th Finance Battalion



The 726th Finance Battalion is based in West Newton and has three subordinate units co-located with it: 101st Finance Detachment, 685th Finance Detachment and 747th Finance Detachment.

The federal mission of the 726th is provide courteous, accurate and prompt finance service to all supported organizations, soldiers, civilian employees, and family members; execute all pay instruments for all battlefield goods and services; provide theater central funding support; execute transition to war; and support a base defense plan.

The unit's state mission is to provide finance service support to state active duty mobilizations and perform military support missions in support of state emergencies.

The battalion is a combat ready unit that provides world-class financial services. Our training focuses on risk management for our soldiers first, maintaining an MOS qualification rate of 95%, completing APFT for all soldiers, maintain soldier individual and crew served weapons qualification at a minimum level of 85%, and to mentor our soldiers for career development.

Looking ahead, the 726th's goals for the year ahead are to provide "Best in the Army" financial service support and treat our customers as we would like to be treated.

726th Maintenance Battalion



During peace time, the 726th Maintenance Battalion is based in Natick, and maintains command over the 721st Maintenance Company (Camp Edwards), 110th Maintenance Company (Ayer), and two detachments from the 297th Support Battalion.

At the end of fiscal year 2003, the unit was overseas supporting Operation Iraqi Freedom. In theater, the 726th provides Command and Control of Direct Support Maintenance and Tallil Base Support Operations; distributes supply classes I,II, III, IIIP, IV, V, VII, and IX; conducts Reverse Omosis Water Purification Unit (ROWPU) operations; runs captures enemy equipment collection point; handles emergency recovery operations and cargo transfer operations; provides life support at

the Forward Area Arming and Refueling Point (FAARP); develops retrograde plans for friendly equipment; and plans re-deployment activities for units in the life support area.

The 726th was mobilized in February of 2003, and arrived in theater on May 5. In addition to the 110th Maintenance Company, which was also deployed, the 726th soon found itself in command of several Combat Service Support (CSS) units in the area. The 186th Quartermaster Detachment, 456th Quartermaster Company, 849th Quartermaster Company and 1280th Quartermaster Company, among others. In September of 2003, the 726th was responsible for 730 soldiers from National Guard, Army Reserve and Active Duty units - as far as we know the only Army National Guard unit exercising command over units from all three Army components.

The 110th Maintenance (Direct Support) Company is based in the City of Aye and is part of the 726th Maintenance Battalion. The soldiers of the 110th were on active duty starting in February 2003 with the 726th. On April 16, 2003, the 110th Maintenance (DS) Company departed Ft. Drum, New York for Kuwait.

After a short period, the company moved to southern Iraq to assume control of the direct support mission in that area. During the first 100 days in theater, the unit processed 500 job orders. During the next 100 days the unit processed a staggering 1500 work orders for a total of 2,000 by 8 October 2003.

The 110th Maintenance (DS) Company Air Conditioning and Refrigeration section was the major factor in the rapid installation of air conditioning systems throughout Tallil Air Base in Iraq. The Allied Trades Section has fabricated everything from gun mounts and hardened gun trucks to trophies and plaques. The section was tasked to design, fabricate, and test a hardening kit for the M915 Line Haul Tractor, which greatly increased the safety of the vehicle driver and assistant driver.

The Base Maintenance Platoon's Maintenance Support Teams (MSTs) proved to be one of the company's greatest assets. MST 2 provided critical support missions in support of the Multinational Division. The MSTs, along with additional recovery

teams from the Base Maintenance Platoon and the Ground Support Equipment Platoon, have been involved in 594 recovery missions as of December 2003. The units' Company Maintenance Section has become the organic maintenance support section for many of the units assigned to Tallil that do not have organizational maintenance assets; these units include the Koreans and KBR.

Once in place the teams mission focused mainly on organizational maintenance support to the Multi-national Division. MST 2 moved to areas to support Honduran, Spanish and El Salvadoran forces.

The 110th Maintenance (DS) Company's organic maintenance section (Company Motor Pool) has not only provided maintenance to the 110th Maintenance Company, it has also units in the region that do not have their own internal organic maintenance. The Company Maintenance Section has provided maintenance support to over 30 units based in the area and to many other units transitioning through Tallil. Those units included the Koreans, Italians, KBR, Air Force (Force Protection) and other coalition forces. The section has received Department of the Army recognition for its support to Coalition Forces.

101st Quartermaster Battalion



The 101st Quartermaster Battalion's mission is to provide water purification, distribution, and storage as well as bulk transportation in support of Department of Defense operations worldwide and civil disaster relief.

The battalion headquarters is in Framingham, Mass. Subordinate units are the 125th Quartermaster Company (Webster), 321st Quartermaster Detachment (Pittsfield), 220th Hoseline Team (Plymouth), 704th Quartermaster Detachment (Natick), 1164th Transportation Company (Framingham), 1060th Transporta-



tion Company (Worcester), 1058th Transportation Company (Hingham) and the 1166th Transportation Company (Ware).

Several subordinate units deployed overseas in support of the Global War on Terrorism during fiscal year 2003. The 220th Quartermaster Detachment provided over 6 million gallons of potable water in the Kuwaiti desert during the two months it was in theater. The 125th Quartermaster Company and the 321st Quartermaster Team mobilized, but were not required to deploy overseas and were released from the mobilization station.

By the end of fiscal year 2003, the 1058th Transportation Company had driven over 500,000 miles and transported over 4,000 personnel in the combat zone. The missions performed in theater included transportation, and providing convoy escort to Third Country Nationals (TCNs) and convoy security to units in the area.

The 1166th Transportation Company was also mobilized, and has elements in Afghanistan and performing homeland defense missions at Fort Bragg, N.C.

3-126th Aviation Support Battalion



Last year 20 soldiers of F Company of the 3/126th Aviation Battalion were activated to support homeland defense missions at Fort Bragg, N.C. Six months after mission completion, eight of those soldiers deployed again to Iraq with the same unit of the 18th Airborne Corps.

E Company, 126th Aviation is based on the Massachusetts Military Reservation and reports to the 79th Troop Command. The unit's mission is to provide air traffic control of fixed bases and tactical air traffic operations throughout the theatre of operations.

A Company, 118th Area Support Medical Battalion

A Company, 118th Area Support Medical Battalion is based out of Concord, Mass. It's mission is to provide medical support (including minor surgical capability) and ground ambulance evacuations to soldiers and civilians.

The unit participated in Operation Terminal Justice, providing security forces at the Quabbin Reservoir from September 2001 through July 2003. After that mission several soldiers elected to stay on duty to perform security missions at the CSMS in Ayer, Mass.

Detachment 1, 86th Medical Air Ambulance Company

Detachment 1, 86th Medical Company is based on the Mass. Military Reservation and reports to the 79th Troop Command. It's mission is to provide air medical evacuation support to units in its area of operation.

The unit had nine soldiers activated in support of SFOR 13, and currently has 20 soldiers supporting of SFOR 14 at Eagle Base, Bosnia.

101st Regional Training Institute



The 101st Regional Training Institute (RTI), formerly known as the Massachusetts Military Academy, has a rich and proud history.

The Academy began training its first cadets in 1913. Nearly 40 years later, it became the first National Guard State Officer Candidate School in the U.S. to earn full accreditation.

In 1974, the training of men and women for the Noncommissioned Officer (NCO) Corps began with the first NCO school. More than 25 years later, units from across the Northeast continue to send their soldiers to earn their stripes at the 101st Regiment.

With the arrival of the Total Army School System (TASS), the RTI gained responsibility for training Field Artillery soldiers from across the region.

Today, there are a wide range of courses of instruction available through the 101st Regiment. In addition to Field Artillery MOS qualification and NCO coursework, the RTI also offers The Army Instructor Training Course (TAITC), the Small Group Instructor Course, the Pre-Command Course and Standard Army Training System (SATS) training.

The 101st Regiment is also home to the Recruit Training Battalion, which prepares new soldiers for basic training and mentors them until they are fully MOS qualified.

The RTI also hosts courses offered by the USAR, including Combined Arms and Services Staff School (CAS3). The Regiment hosted its first annual training for a distance-learning CAS3 class in fiscal year 2003.

Other USAR training can be hosted by the 101st as needed. Past examples include the 91W transition course for Army medics and the 400 soldiers who attended the administrative NCO course when Fort Dix was unable to host the class because of mobilization-related priorities.

Additionally, the distance learning facilities at the RTI can be leveraged for other uses. When soldiers from Paraguay trained at the MMR in fiscal year 2003, they were able to use the classroom to communicate with loved ones back home.

212 Electronic Installation Squadron



The 212th Engineering Installation Squadron is co-located with the JFHQ in Milford. It has a federal, wartime mission to mobilize and deploy authorized resources to accomplish the engineering, installation, reconstitution, repair, and replacement of Command, Control, Communications, and Computer Systems, navigational aids, and Air Traffic Control and Landing Systems worldwide. Also, to train and prepare for our mission as specified by our gaining command.

The unit's state mission is to support the state in the protection of life, property, and the preservation of peace, order, and public safety. Provide assistance as directed by the Governor of Massachusetts and the Massachusetts National Guard Adjutant General.

Accomplishments for fiscal year 2003 include:

- A four-day deployment to Otis Air National Guard Base (ANGB), where 10 projects were completed
- The Cable and CADD Teams mobilized in support of Operation Enduring Freedom
- Fiber-optic cable was distributed at the Atlantic City ANGB
- CAT-5 cable was distributed at Channel Islands, Calif.
- Engineered Barksdale Air Force Base cable and fiber optic installation packages
- Mobilized 2 individuals for 150 days to Atlantic City ANGB in support of Operation Noble Eagle
- Supply and logistics mobilized in support of Operation Iraqi Freedom for 90 days



Air National Guard Band of the Northeast

The mission of the Air National Guard Band of the Northeast is to provide musical support for Air Force and Air National Guard units, Department of Defense sponsored events, community and public events, and recruiting efforts. Through music, a message is conveyed to the public promoting patriotism and the American way of life.



215th Army Band

The 215th Army band of the Massachusetts Army National Guard is the oldest continuously active band in the Army. The 50 members of the band perform in parades, concerts and at civic events throughout Massachusetts and elsewhere. The band has performed for presidents, governors and foreign heads of state. Members of the band have filled in for The United States Continental Army Band.

The part-time soldier-musicians range from college professors to students, and they perform in different ensembles. Many 215th musicians are proficient on two or more instruments.

The band has been the Commonwealth's international musical ambassador on numerous occasions. In recent years, the 215th has given performances in the Republic of Jamaica, Greece, The Netherlands and Iceland.



Massachusetts Military Museum

The Adjutant General is statutorily responsible for the collection, preservation and documentation of the Massachusetts National Guard and for recording the military service of Massachusetts residents.

The National Guard Military Museum and Archive's mission is to meet this requirement by collecting and preserving the material culture, history and documents of the Massachusetts Militia/National Guard from 1636 to the present.

There is a great deal to preserve. The four oldest Army units in the nation, the 101st Engineers, 101st Field Artillery, and 181st and 182nd Infantry, all organized in 1636, are still Massachusetts National Guard.

Massachusetts militiamen and guardsmen have served in every major conflict in the history of this nation. It was the Massachusetts Militia that fired the shot heard 'round the world' at Lexington and Concord, marking the start of our fight for independence. Massachusetts guardsmen were among the first soldiers to enter combat in both world wars. Today, nearly Massachusetts National Guard soldiers and airmen are currently serving at home and abroad in the war on terrorism.

Displays at the museum show 367 years of change in the Massachusetts National Guard, from the 17th century colonial militia to the modern Massachusetts Army and Air National Guard. Included are artifacts from the 54th Massachusetts Infantry, which was featured in the film "Glory".

The Historical Services Office consists of the Archives-Museum Branch in Worcester, which operates the Museum and maintains the archives of the Military Division; and the Military Records Branch in Boston, which maintains copies of military service records of Massachusetts citizens who served in the US Armed Forces from 1940 to the present.



